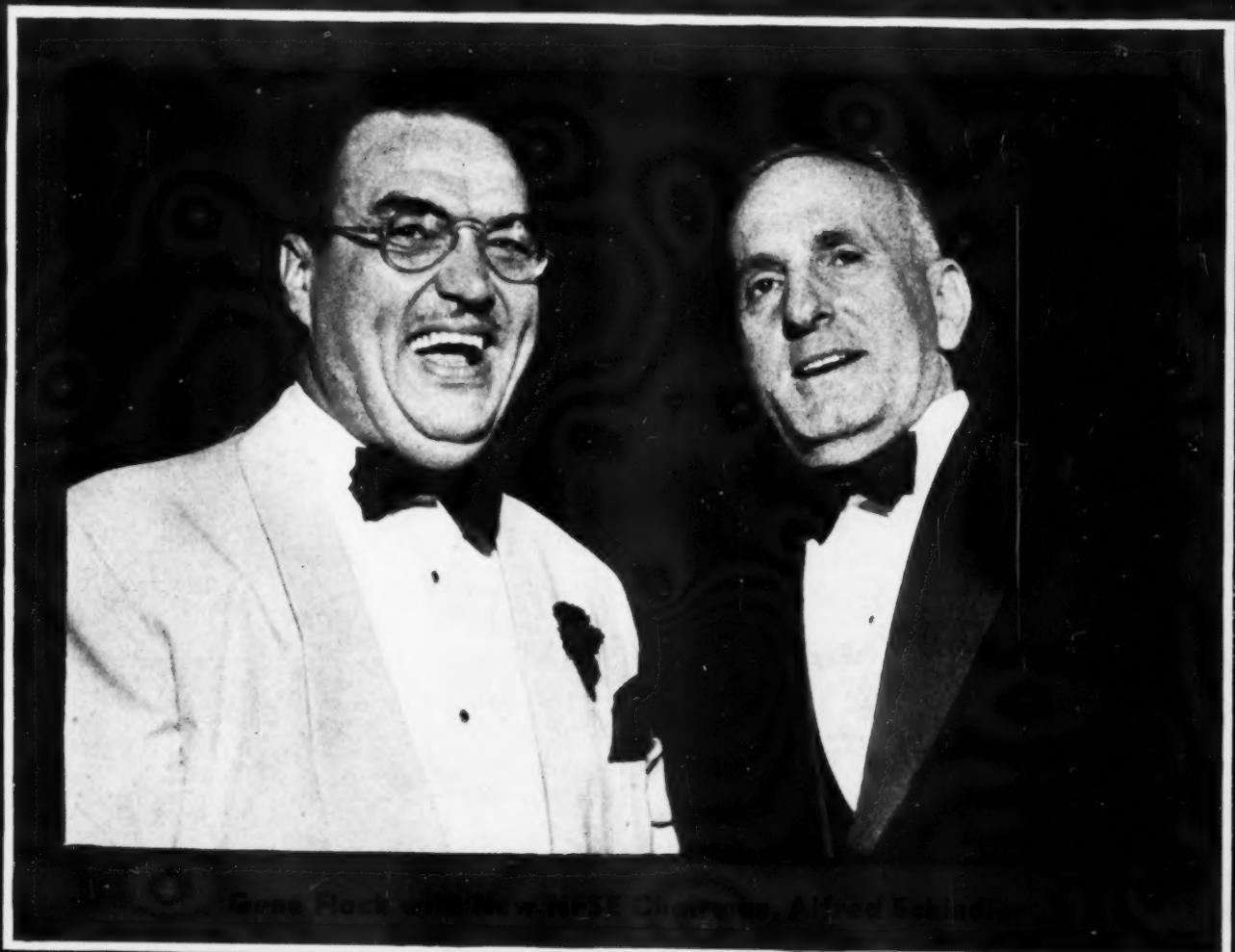


Sales Management

THE MAGAZINE OF MARKETING



Gene Flock and Alfred Schindler



*This will last all of a
minute and a half, won't it Judson?*



Judson: Yes sir, and it was quite a trick to make it as spectacular as it is!

Chairman: But it won't be anything but a lot of burnt sticks in the morning—and burnt sticks won't build up a steady demand for our dealers.



What we want is consistent advertising, month-in and month-out, and don't tell me we can't afford it. If you've ever taken a look at a magazine like REDBOOK, you know how economically we can tell our story to 1,800,000 young families.

REDBOOK families



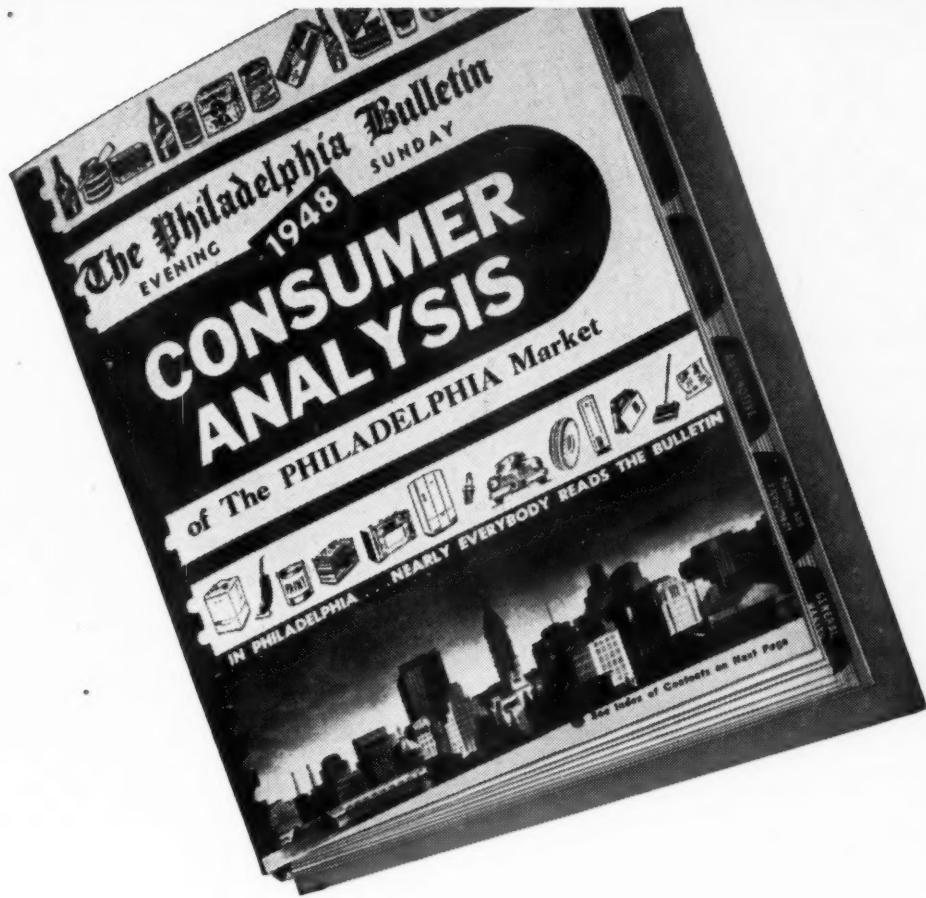
have a record of purchasing that would give any business a real boost. They buy nearly 90,000,000 cans of coffee a year . . . over 250,000,000 packages of gelatin desserts, just to mention a couple of products.

And if you're worried about our budget, you need only \$36,000 to tell our story to 1,800,000 REDBOOK families in 2/3 pages every month in the year. That's real advertising to *our* dealers!

Don't forget REDBOOK families are *regular* buyers! Let's tell 'em regularly!

REDBOOK

444 Madison Avenue, New York 22, N. Y.



It tells the Who? What and Where? of Buying Preferences in Philadelphia

Full of up-to-the-minute facts about the great Philadelphia market — information you can get nowhere else — *The Philadelphia Bulletin 1948 Consumer Analysis* is now ready for distribution.

In this third annual survey, you get the specific facts and figures you need if you are selling or planning to sell consumer goods in Philadelphia today. Questionnaires were personally placed in a scientific cross-section of 5036 representative Philadelphia families.

The 159 questions asked — and answered — cover 5928 brands of products!

Nowhere in the country has a similar consumer study been made in a market as large as this. And this documented information is free to business organizations! Just use your business letterhead and write: *Advertising Department, The Philadelphia Bulletin, Philadelphia 5, Pa.* Ask for your copy of "The Philadelphia Bulletin 1948 Consumer Analysis of the Philadelphia Market."

Here are the major classifications of the survey:

- FOODS • SOAPS AND CLEANSERS
- DRUGS • COSMETICS AND TOILETRIES
- AUTOMOTIVE • HOMES AND EQUIPMENT
- ELECTRICAL APPLIANCES
- GENERAL BUYING HABITS

Other Markets. In addition to Philadelphia, similar Consumer Analysis Market Surveys may now be obtained from newspapers in 11 other markets. These are standardized so that accurate comparisons can be made. This gives manufacturers and agencies comparable information about 12 important markets.

. IN PHILADELPHIA — NEARLY EVERYBODY READS THE BULLETIN .

Sales Management

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Your biggest market— where TOWN and FARM meet!

Everybody talks about the big farm income—not everybody does enough about it. Everybody knows about the big farm market . . . how many really know where it is, how big it is, **WHAT IT MEANS TO THE NATION'S PROSPERITY—AND YOURS?**

There is just one place to find the full, sensational answer . . . look in the towns where the farmer spends his money.

There you'll see one-half of the nation, living in centers of twenty-five thousand and less, and on their feeder farms. There you'll see more than half your own best dealers . . . groceries, drug stores, hardware, auto, gas and electrical merchants. There you'll see business humming—as never before.

OUR GRASS ROOTS ECONOMY IS WAKING UP AND CATCHING UP . . . EMERGING AS THE GREAT NEW MARKET OPPORTUNITY OF THE PRESENT DAY.

For money has come to Main Street in the last seven years, just as it has come to the farmers. And 20 MILLION FAMILIES BUY ON MAIN STREET—more than half the population of the country. 20 million families bank on Main Street. And thousands of new processing plants and factories witness the decentralization of industry into these smaller, saner, more productive centers.

What does that mean to your Main Street dealers?

Retailing is the biggest business on Main Street. Today Main Street merchants are thriving on farm families whose bumper incomes are matched by their pent-up desire for better living. And don't forget, farming, America's biggest business, spends billions every year for farm machinery and supplies—nearly all of it at retail.

Farmers are not the only ones who are creating wealth among the families on Main Street. Most of the people who shop there live there. Millions of them are employed by Main Street industries,

and more and more industries are moving to Main Street all the time. Payrolls are larger—paychecks fatter.

If you are aware of the far reaching scope of these changes since 1943, then you should be aware of other, equally significant changes. You should know that revitalized, vigorously edited, splendidly printed PATHFINDER has become the favorite news magazine of market town merchants, professional men, wage earners. That its circulation has grown from 400,000 to over 1,000,000 in three years, making it the second largest news magazine. And that its advertising revenue reflects this trend with more than a million dollar increase.

You should know that more of the nation's prosperous farm families buy FARM JOURNAL than buy any other magazine—enough to give it the 4th largest magazine audience in America and an increase from 2 million to 8 million in advertising revenue since 1942. **You know that these two publications together are pouring 4,800,000 copies a month into this closely integrated, deeply united town-and-farm economy.**

More and more leading businesses are learning these facts. The radical change in the market value of farm and Main Street families demands an equally radical change in magazine advertising thinking, if selling messages are to be distributed among better customers of better retailers in proportion to their number and buying power.

No longer can you be content with putting 211 selling such messages against a good outlet in the city and only 141 against an equally good outlet in a Main Street town. You'll need to expand and shift to meet these new customers BOTH on Main Street and the farm. Our magazines are one way—the biggest, and, we naturally think, the best way. But even we don't get all of them. To do the opportunity justice, you'll want to take us and add more, too!



Farm Journal

BIGGEST in the Country—with
2,700,000 subscriber-families



Pathfinder

America's 2nd Largest News Magazine,
1st on Main Street with 1,050,000 families

FARM JOURNAL, INC., Graham Patterson, President



Want to Pick Up Some SALES Scents?

Lead-getting direct mail is a breed all its own when it comes to ferreting out sales. For inquiry-producing letters, folders and booklets can be carefully planned and written to tell you *who* and *where* your prospects are — and *when* they're most apt to be sold. Something you'll especially want to know in the competitive days ahead.

Best part of mail lead-getters, perhaps, is their price. Though it's difficult to total up salesmen's time-savings, it's a matter of record that sales lead campaigns are strictly low-cost investments. Witness the recent case of a typical Dickie-Raymond client, whose promotion cost \$1.23 per lead — each of which was worth \$104.53 in traceable sales.

Of course, results like these take techniques — such as Dickie-Raymond has tested and retested during 25 years of *specializing* in direct advertising approaches. So if you're looking for leads that pay off, why not benefit from our long experience? Write on your business letterhead for a copy of "THINGS EVERY SALES EXECUTIVE SHOULD KNOW ABOUT DICKIE-RAYMOND."



There's Only One **DICKIE-RAYMOND**

Merchandising & Sales Promotion Counsel,
Direct Advertising

521 FIFTH AVENUE, NEW YORK 17 • 80 BROAD STREET, BOSTON 10



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July 1, 1948 Volume 61 No. 1



SALES MANAGEMENT



Department Store Calling Card (Washington, D. C.)

Any evening. Any Sunday. Local department stores visit Washingtonians via The Star. Local merchants know local reading habits. They know they're welcome. Next day they read the results of their visits on the surest scoreboard of all—the cash register.

The Star's Evening and Sunday total for department store advertising in 1947 was 5,587,568 lines—far more than the next highest local paper. Advertisers who follow the lead of Washington department stores capitalize on a good Washington habit.

The Washington Star

Evening and Sunday Morning Editions

Represented nationally by

DAN A. CARROLL, 110 E. 42nd St., NYC 17

THE JOHN E. LUTZ Co., Tribune Tower, Chicago 11



Albuquerque	KOB	NBC
Beaumont	KFDM	ABC
Boise	KDSH	CBS
Buffalo	WGR	CBS
Charleston, S. C.	WCSC	CBS
Columbia, S. C.	WIS	NBC
Corpus Christi	KRIS	NBC
Davenport	WOC	NBC
Des Moines	WHO	NBC
Denver	KVOD	ABC
Duluth	WDSM	ABC
Fargo	WDAY	NBC
Ft. Worth-Dallas	WBAP	ABC-NBC
Honolulu-Hilo	KGMB-KHBC	CBS
Houston	KXYZ	ABC
Indianapolis	WISH	ABC
Kansas City	KMBC-KFRM	CBS
Louisville	WAVE	NBC
Milwaukee	WMAW	ABC
Minneapolis-St. Paul	WTCA	ABC
New York	WMCA	IND
Norfolk	WGK	ABC
Omaha	KFAB	CBS
Peoria-Tuscola	WMBD-WDZ	CBS
Portland, Ore.	KEX	ABC
Raleigh	WPTF	NBC
Roanoke	WDBJ	CBS
San Diego	KSDJ	CBS
St. Louis	KSD	NBC
Seattle	KIRO	CBS
Syracuse	WFBL	CBS
Terre Haute	WTHI	ABC

Television

Fort. Worth-Dallas	WBAP-TV
New York	WPIX
St. Louis	KSD-TV

Bull's-Eye Radio"

ECONOMICAL

RADIO

IF you are selling your product in every city, town and hamlet in the U. S., and if your sales in every market are now 100% of that market's final potential, and if you can foresee no possibility of change—then our headline, above, is certainly not true *for you*.

For everybody else, however, spot radio (Bull's-Eye Radio) is the most economical medium in the field of consumer

advertising, and we think we can prove it to you.

Give us the facts about your present advertising activity, and see if we can't come up with some suggestions. After sixteen years as pioneer radio (and television) station representatives, working with many of the finest stations and most successful advertisers in the nation, we know some things you'll be glad to hear.

FREE & PETERS, INC.

Pioneer Radio and Television Station Representatives
Since May, 1932

NEW YORK

ATLANTA

DETROIT

CHICAGO

FT. WORTH

HOLLYWOOD

SAN FRANCISCO

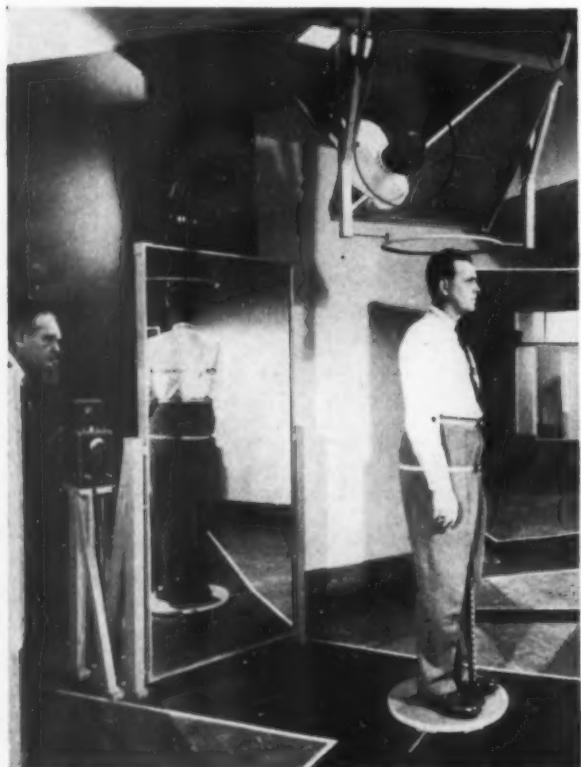
The Human Side

MUGGED & SUITED: ONE-THOUSANDTH SECOND

So you'd rather wake up at Sixth and Main in your red snuggies than be measured for a new suit? Well, you needn't take to a barrel; the camera has come to your rescue. A new invention, which is all set to revolutionize the clothing and suit business and make you the best dressed man on the block, has been perfected. It's called PhotoMetric and it will make those tedious measuring-bees, formerly necessary in ordering a suit, as old-fashioned as high button shoes. Under this new process the customer—you—merely walks into his haberdashery, selects his fabric and styling features, spends a few minutes in the store's PhotoMetric room while his photographic model is created. A few weeks later, *without a single try-on or fitting*, he—or you—receives a perfectly-fitting suit!

Up until 1830—since you think you've been having it so tough—a guy who wanted a new suit had to stand up for hours to get it. Suits, in the "good old days" were practically built on the customer. The job of measuring and designing were integrated with manufacture to a point where tailors actually measured and designed as the suit developed. It took hours to produce the suit, with the guinea pig (in the form of the customer) standing on a platform during the whole proceedings. No wonder they made clothes that lasted!

Later, when the pressure of time and the cost of labor



PUSH BUTTON FITTING . . . nine optical mirrors relay views of customer to PhotoMetric camera. Two pictures are taken providing a working model for all key measurements.

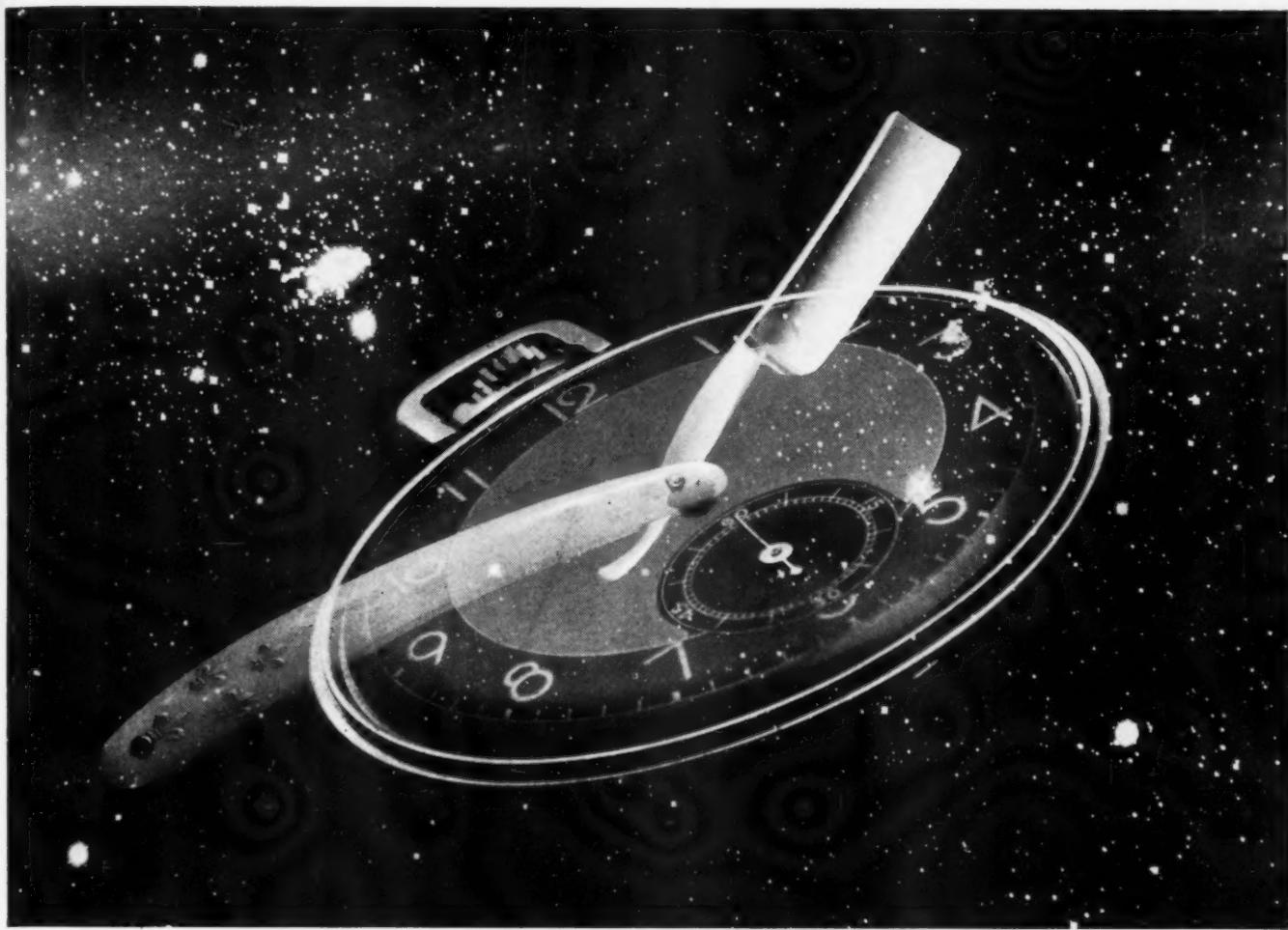
made custom tailoring impractical on any broad scale, there was an early attempt to mass-produce suits for the public. Believe it or not, the thing met with wholesale opposition. The public was used to selecting his material; the manufacturer, on the other hand, obviously couldn't produce a suit which would fit every man in every fabric pattern. He was forced to enter the field of speculative inventory by selecting, months before the time of a scheduled sale, a limited number of fabric patterns which he hoped would be best-sellers.

Of course, in the years between then and now, the manufacturer has reduced his odds to almost nothing. He's learned what sells, what styles are most popular. But he has never been able to compensate for the vagaries of the individual form-divine. When the producer runs up a carload of, say, 38 Regulars, he must turn them out to a form—a man who is a perfect 38 Regular. But if your left shoulder droops, if you are two inches larger in the, uh, posterior than Mr. Perfect 38 Regular, you're not going to look so perfect in the new suit. Well, back to PhotoMetric.

PhotoMetric, a huge machine built around four optical mirrors and a special camera, is a development of the Eastman Kodak Co. (This marks the first time in history that science has ever entered the field of fitting clothing.) The machine produces such pin-point accuracy that eye-guesswork in measuring the human form is entirely eliminated, along with all try-ons and basic alterations. In one-thousandths of a second the camera photographs, on a single negative, four separate views of the customer. Even if you get nervous before a camera it won't matter. (You're not being measured for a shroud—only a suit.) These four views—front, rear, profile and overhead—are you as you appear in an optical mirror. These views are then projected onto a measuring screen at a predetermined scale and provide a working model from which the tailors get all measurements required for cutting the suit. Simple? This model, incidentally, unerringly exposes any peculiarities of your form, posture or stance. You'll probably never face a more exacting audience.

Aside from all this convenience to you, PhotoMetric opens up a lot of interesting possibilities to clothing houses. First, it will reduce inventory costs. Second, it makes available to the man in the smallest town, the talents of the best stylists and tailors in principal clothing centers without the customer ever leaving his home town or the tailor ever leaving his work bench. It offers the customer the advantage of simply telephoning the store which has his PhotoMetric measurements and ordering a suit—which will fit him perfectly when it is ready.

In other words, PhotoMetric is full of surprises. But one of the more surprising aspects about the machine concerns its inventor. His name is Henry Booth, and he's president of Amalgamated Textiles Limited. He came to this country as a mechanic's helper for Otis Elevator Co., in 1916. None of that is very surprising. But this is: He's the grandson of the founder of the Salvation Army!



"Only a moving camera can measure stars . . . or markets!"

"The present is but a razor's edge between our future and our past!"

Take "NOW" firmly in your calipers, to measure its meaning and extent. . . . Before you can read the figures off it withers and shrinks into the past!

An idea only for philosophers? But no! The most practical of men, seeking to base judgment more on *facts*, are discovering a new dimension for research . . .

THE DIMENSION: time—the past and the present! . . . **THE OBJECT:** a perspective, projectable into the *future*. . . . **THE METHOD:** continuing research. Whether the problem is political sentiment, or public attitudes, or the standing of a product, business is finding that the research methods which reveal *trends* have the greatest significance . . . the greatest usefulness!

To the research professional this is not news. But the rapidly increasing use of continuous research by American leaders IS news . . . and a good portent for wiser planning in the future.

"Where should the research man sit?"
"To whom should he report?"
"Through what channels can he get action?" . . . These are some of the provocative questions answered in a new JWT memorandum just released.



From the days of the first house-to-house interviews, the J. Walter Thompson Company has insisted on facts as a basis for the imaginative presentation of selling ideas.

Today the process is both broadened and deepened: Top minds in statistics analyze marketing facts. Resident JWT interviewers in 132 cities make double-quick field checks on trade or product facts. Independent research organizations are engaged to make periodic surveys. And the unique JWT Consumer Panel gives clients a continuing picture of buying trends in 5000 individually chosen homes.

The quotations here are from a new memorandum, "Getting the Most Out of Marketing Research" by Dr. Vergil Reed, Associate Director of Research, the J. Walter Thompson Company. Write for your copy to 420 Lexington Avenue, New York 17, N. Y. Twenty-two other fully-staffed offices in strategic cities around-the-world.



**Yes, sir . . . you meet
your customers at their
LOCAL community
level . . . when you use
the low cost
quarter million net paid
of the**

NEWARK NEWS

Newark 1, New Jersey

MUSIC FOR AUNT MINNIE

Have you ever received what started in the mails as an album of recordings and emerged from the package a reasonable facsimile of black Lux? Lots of people have. No matter how carefully the music dealer wraps your recordings, no matter how many yards of cotton batting or excelsior he packs around them, chances are the recordings will never get to you intact. In fact, many dealers refuse to mail recordings unless the customer takes full responsibility for any breakage.

It happened to a gentleman with the romantic-sounding name of C. Esteban Valencia. Mr. V. happens to love music. But when he had \$25 worth of recordings mailed to him at his home in Westboro, Mass., from Boston and saw the discord that emerged from the crate, he decided to put in some plain and fancy thinking on the subject. Now he believes he has the problem neatly solved—and of course he plans to make a little lettuce from his solution. He tells us you can now send a gift album of musical records any place in the U. S. without worrying about possible breakage or mailing loss.

For Mr. Valencia took it upon himself to start the new National Record Delivery Association, which is similar in set-up to the already existing Florists' Association since it will wire gift records to other music dealers throughout the country.

Before he set up his new business, however, Mr. Valencia made a poll of the record dealers throughout the country on the desirability of such an Association. Of his respondents, better than 90% lyrically replied that they thought he had a symphony of an idea. Naturally: Their business will increase, as far as gift albums are concerned, when people aren't afraid of what will happen to the gift in transit. With this backing Valencia drew up his corporation and started activities.

Actually, National Record's operations aren't due to get under way until September of this year. Mr. Valencia is allowing himself that much time to complete the signing up of Association members from coast to coast. But he reports that response is terrific. The first showing of the operations of the Association was made at the Music Industry Trade Show during the middle of June at the Palmer House in Chicago. The first *Association News*, a pamphlet, will be published in July. In addition to news of record releases, it will also contain a membership list.

Enrolling as a member of National Record Delivery Association is as easy as walking into the nearest record dealer's shop and telling him you want Mendelssohn's Spring Song sent to your Aunt Minnie tomorrow afternoon. All that's really necessary is to hand over your name to the record dealer; he writes it on a special Western Union blank, collects your money, and voila! you're a member in good standing and Aunt Minnie gets the Spring Song. On the receiving, or Aunt Minnie end, another Association member receives the wire and delivery instructions and delivers the goods to Auntie. He then sends a receiving form to the Association at the end of the month in order to collect his share of the booty.

The Association doesn't restrict itself to records alone. You can make it anything from a portable radio to a grand piano. And the major recording companies are so enthused over the idea that they're supplying advance information on waxings for the *Association News*.

Cash in ON HOOSIER READING HABITS



Use The Indianapolis NEWS and reach Hoosiers when they read!

EVERY MARKET has its own reading and buying habits. National advertisers have learned that in Indianapolis and the 33 surrounding counties, the people prefer *evening* newspapers and respond to the advertising they carry. *The Indianapolis News* is by long odds the dominant evening newspaper in a city with an effective buying income 63.5% above the national average. Its readers believe in *The News* and its advertisers. Take advantage of sales-producing reader influence of *The Indianapolis News*.



THE INDIANAPOLIS NEWS



FIRST IN DAILY ADVERTISING
FIRST IN READER RESPONSIVENESS
FIRST IN THE HEARTS OF HOOSIERDOM

THE GREAT HOOSIER DAILY ALONE DOES THE NEWSPAPER JOB

DAN A. CARROLL, 110 E. 42nd St., New York 17 • The JOHN E. LUTZ CO., 435 N. Michigan Ave., Chicago 11 • JOS. F. BREEZE, Bus. Mgr., Indianapolis 6

JULY 1, 1948

11

New study reveals that LIFE

FOR the past ten years the Continuing Study of Magazine Audiences (CSMA) supervised by the Magazine Audience Group* has furnished advertisers with up-to-date information about the number of people who read the leading weekly magazines.

Since the family group is such an important purchasing unit, many advertisers have asked if LIFE could translate the CSMA *individual* audience figures in terms of *family* readership.

So, even before the completion of CSMA No. 9 last fall, the M.A.G.



Are you concentrating enough of your advertising investment in LIFE to cultivate fully the great sales opportunity that 36% of the nation's families represent?

**26,000,000 READERS
IN 14,950,000
FAMILIES**

*The Magazine Audience Group is composed of seven of the country's most distinguished market researchers. These specialists developed and tested the improved sampling and statistical methods used in CSMA. And they supervise the compilation and interpretation of the results of each study.

is read in 36% of nation's families

began work on a family-readership study, using the same thorough research techniques. And the first figures are now available as a supplement to CSMA No. 9.

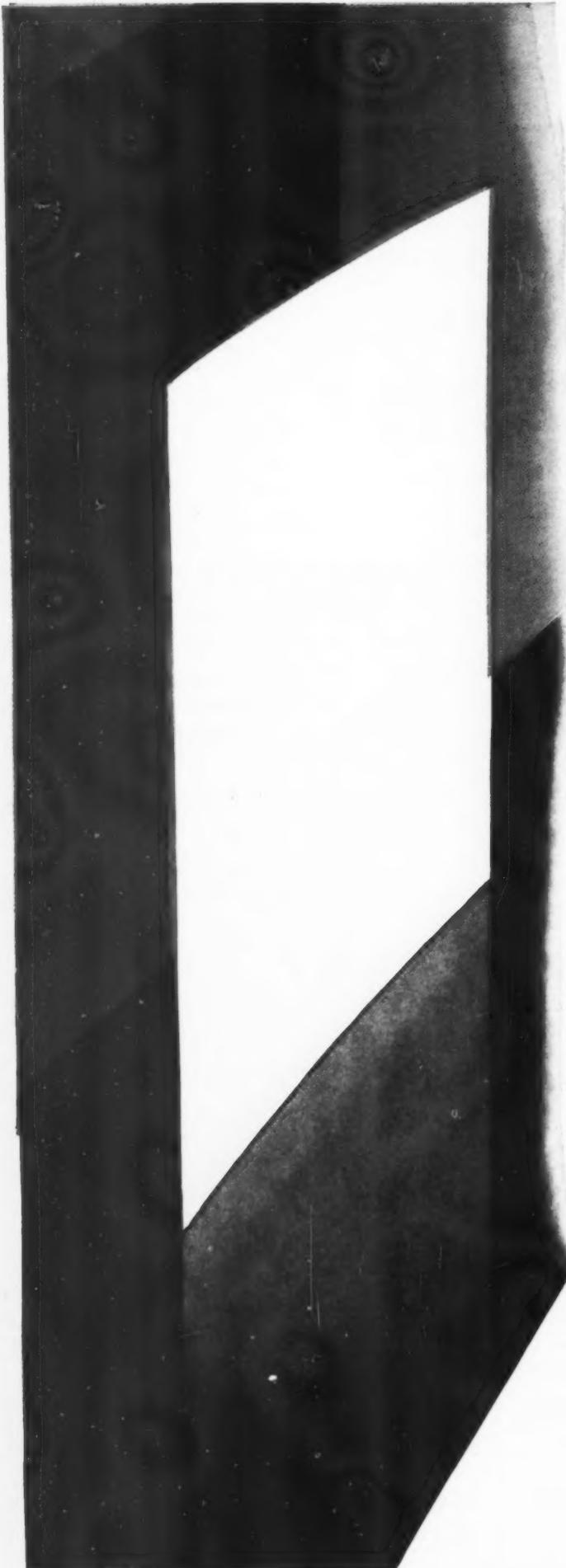
They show the following family readership for America's biggest magazine:

LIFE reaches a total of 14,950,000 families: 36% of all U. S. families

The following table shows LIFE reading by family size and the number of readers per family:

LIFE FAMILY READING BY FAMILY SIZE

Persons in Family (10 Years and Over)	LIFE READING		Individual Readers Per Family	LIFE Family Coverage
	Individuals	Families		
 FIVE OR MORE PERSON FAMILIES	3,650,000	1,500,000	2.4	46%
 FOUR PERSON FAMILIES	4,850,000	2,300,000	2.1	48%
 THREE PERSON FAMILIES	6,250,000	3,300,000	1.9	39%
 TWO PERSON FAMILIES	10,300,000	6,900,000	1.5	34%
 SINGLE PERSON FAMILIES	950,000	950,000	—	—
TOTAL INCLUDING ONE PERSON FAMILIES	26,000,000	14,950,000	1.7	36%
TOTAL EXCLUDING ONE PERSON FAMILIES	25,050,000	14,000,000	1.8	38%



WHITE, 65 pt. 30 x 42

Standard mount board . . .

Useful to cover up a hole in the wall,
screen a baby's bed from drafts, or use for a
partition in a potato bin.

Background for bulletins . . . Baby sitter
wanted . . . LOST . . . Everybody Invited!

Storekeeper makes a sign of it . . . Please
Use Other Entrance . . . Clearance Sale—50%
Off Everything!

And an artist can put something on it that
stops people . . . startles, shocks, brings
smiles, chokes up the throat . . . makes them
resolve to give up strong drink and write
Mother more often, vote for Whoozis, or
go in the store and Buy Now!

But whatever it does, or is done with it,
it's just board.

STORE DISPLAYS are mostly board, with
a veneer of printed paper.

What's printed on the paper . . . is the
difference between good and bad, expensive
and inexpensive display.

By our standard, a display is a form of
advertisement . . . and without an impelling
idea, effectively expressed, no advertisement
does anything!

By our standard, getting the idea and
expression into the display means more
than getting the order out of you.

Lots of lithographers sell board and
printing . . . Einson-Freeman sells displays!

If you don't care about the distinction, you
probably won't care much, either, about . . .

Einson-Freeman Co., Inc.

Rather-be-right-than-rich lithographers

Starr & Borden Avenues, Long Island City, N.Y.

NEWS REEL



HARRY A. OFFUTT

Newly elected vice-president in charge of sales and merchandising for Milkmaid Cosmetics, one of the products manufactured by the Lorr Laboratories.



HAL L. BIDDLE

Promoted from assistant to general sales manager of The Ironite Ironer Co., Mt. Clemens, Mich., has 17 years background of sales and merchandising.



JULIEN E. KEILUS

Appointed sales manager of the Jacques Kreisler Manufacturing Corp., manufacturer of watch bands and men's jewelry, he joined the company in 1945.



T. P. DELAFIELD

Serving Delta Air Lines as passenger relations manager for the past two years, he is promoted to the position of passenger traffic manager for the line.



E. H. VOGEL

Appointed to the newly created position of manager of marketing in the Electronics Department of the General Electric Co., will operate at staff level.



FRED C. FOY

Joins Koppers Co., Inc., as vice-president and manager of the Sales Department, Central Division; was a vice-president of the J. Walter Thompson Co.



PARKER H. ERICKSEN

Named director of sales for Bendix Home Appliances, Inc., has been vice-president in charge of sales, Majestic Radio and Television Corp., since 1943.



ADOLPH REBENSBURG

Former marketing research manager, General Electric International, named administrative assistant to marketing manager, General Electric X-Ray Corp.

"Better Living is Heret

IN LESS than five years the Wilsons have packed a lifetime of improvements into their new farm—and revolutionized their way of life.

They came up from the Tennessee River bottomlands where they labored on a row-crop, mule-powered farm for 20 years. Then TVA flood control pushed them out—and pushed them face-to-face with opportunity.

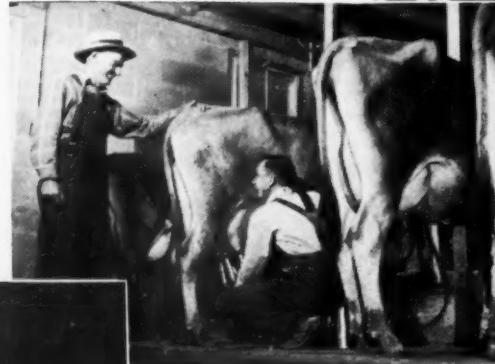
Raleigh Wilson knew what to do to meet the challenge. He plunged into modern farming with pioneering ardor—switched from mules to mechanized power, from row crops to dairy-ing. And his initiative was richly rewarded.

The Wilsons' income has increased five-fold, and their new living standards are as firmly established as their modernized farming meth-ods. Besides the comforts and pleasures of an attractive home, they have other solid satis-factions: The assurance of good training and education for their youngest boy—and for all their sons, an inheritance of well-kept land and the example of good farming for good living.

The Wilsons are a Country Gentleman family whose story is told to the 7,000,000 readers of the magazine's July issue. It is another of the inspiring Good Farming-Good Living "family portraits" of the Best People in the Country.



RALEIGH WILSON
thinks one of the most satisfying rewards of good farming is the better care and education it makes possible for all the youngsters in the family.



ELECTRIC MILKING machines now enable the Wilsons to keep 22 cows and make dairying their chief business. They plan to buy and breed nothing but registered Jerseys.

SON CLAYTUS, 12, is a raiser of blue ribbon heifers and steers, a sheep fancier, a breeder of prize hogs, 4H club presi-dent—and a sure bet to be a fine farmer. His enthusiasms also include social contacts with emphasis on refreshments.

The best people in



*say the Wilsons of the Tennessee Valley,
who met opportunity and are making the
most of it.*



SONS "J. L." and Garland use tractors, truck and other equipment to help work over 200 acres under a long-range development program.



MRS. WILSON has had the time of her life modernizing the new home. Now she's preparing for a "paper-hanging party" at her house.



ELECTRICITY has done wonders for the Wilsons. They have electric refrigerator, stove, washing machine, zero freezer. Ironer's next.

in The Country

turn to **Country Gentleman**
for Better Farming, Better Living



Have American Women Suddenly Lost Their Interest in Beauty?

YOUR sound business instinct says—impossible! But the sales figures on toilet preparations may cause you to blush a fashionable pink!

From 1938 to 1946, sales of perfumes and all types of cosmetics were merrily climbing upward. But in 1947 they suddenly dipped. And the drop ranged from 8% for face cream sales in drug stores to a 26% decline in hand lotion sales in drug and department stores.

In 1947, incidentally, the bell tolled for more beauty manufacturers than in any year since 1941!

Was it mere feminine whim that caused these business failures and sad sales statistics? We think the explanation is a bit more basic.



For one thing, that 20% excise tax made many a woman decide to stretch out her supply of powder, cream, lipstick, make-up and lotion just a wee bit longer. Rising prices on almost every item that comes under "cost of living" made her beauty budget smaller too. And finally, there has been

such a spurt of new and "improved" products in the beauty field, that boudoirs are probably bulging with bottles, jars, and boxes it will take years to use up.

The cosmetic or toilet preparation manufacturer who wants to keep his business growing, his sales expanding, his profits climbing—*must sell to a young market*, an ever-new market of women who haven't been oversold and over-

**These are a few of
the Leading Advertisers
who reach America's
Buying Beauty-Market
through the
Dell Modern Group:**

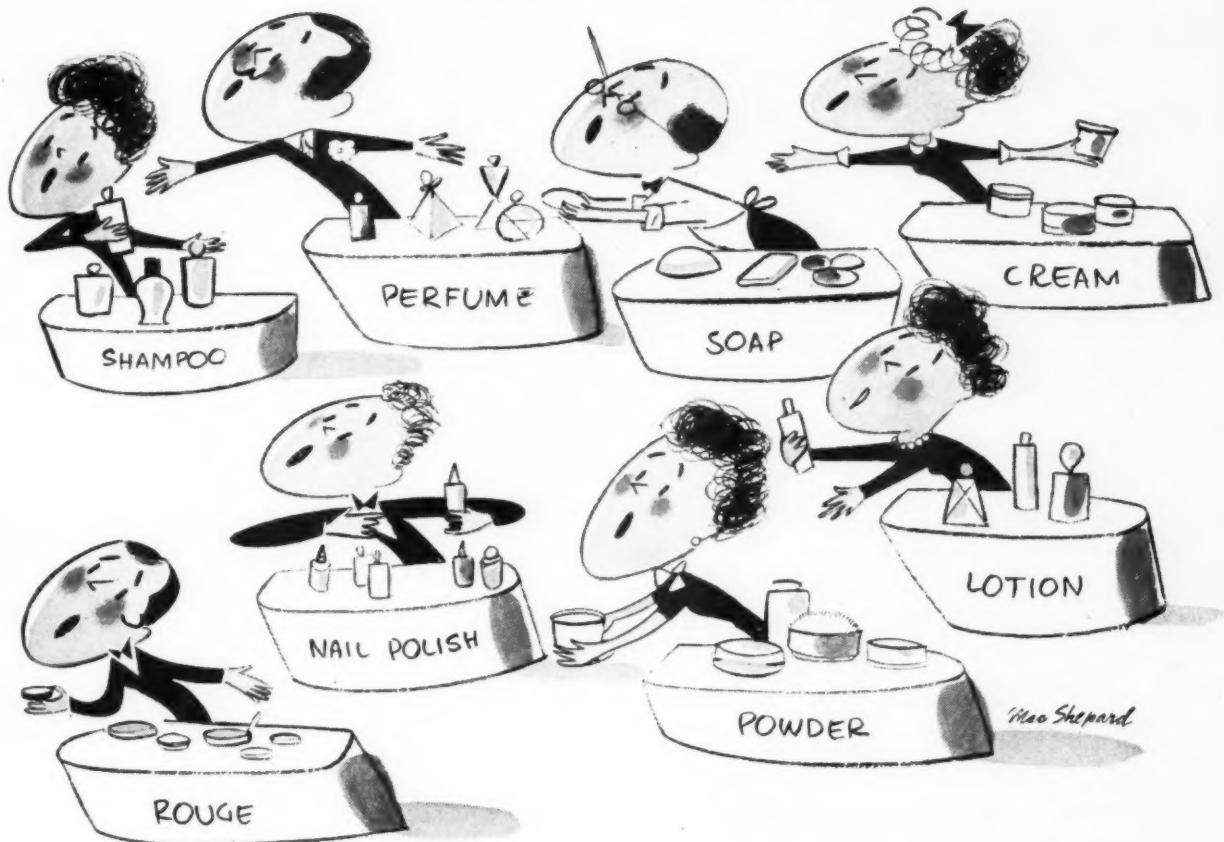
AFFILIATED PRODUCTS
ANDREW JERGENS CO.
ARTRA COSMETICS
A. SARTORIUS & CO.
ASSOCIATED LABS
BRISTOL-MEYERS
CAMPANA SALES
CARTER PRODUCTS
CHARLES MARCHAND
COLGATE-PALMOLIVE-PEET CO.
F. W. FITCH CO.
GEORGE W. LUFT CO.
H. CLAY GLOVER
HINZ AMBROSIA
HOUBIGANT SALES CORP.

HOUSE OF WESTMORE
HUDNUT SALES CO., INC.
INT. CELLUCOTTON PRODUCTS
KAY DAUMIT
KURLASH CO.
LADY ESTHER
LAMONT CORLISS
LAMBERT CO.
LEHN & FINK PRODUCTS CORP.
LEVER BROTHERS
LORÉ LABORATORIES
LYDIA O'LEARY COSMETICS
McKESSON & ROBBINS, INC.
MANHATTAN SOAP CO.
MAYBELLINE CO.

MURINE CO.
NESTLE LE-MUR CO.
NORTHAM WARREN CORP.
OGILVIE SISTERS
PACQUIN, INC.
PEPSODENT CO.
PHARMA-CRAFT CORP.
PROCTER & GAMBLE CO.
REVLON PRODUCTS
SCHNEFEL BROTHERS
R. B. SEMLER, INC.
SHULTON, INC.
THE TONI CO.
WILDROOT CO., INC.



stocked, women whose interest in beauty is at its peak, and women whose purchasing power is big...and will stay big for years to come.



There is such a sure-fire market available today...a market that has been successfully and profitably cultivated for years by many of America's leading cosmetic manufacturers. It consists of the 6,500,000 young women who read the Dell Modern Group...Modern Screen, Modern Romances, Screen Stories.

2,400,000 of these, for example, read Modern Screen...and they are as ready and receptive to a cosmetic appeal as consumers possibly can be. Their beauty habits, tastes, and preferences are in the very process of being formed. The advertiser who goes after them today, will not only find them easy to win, but he'll be making them his customers for years and years ahead.

62% of these young Modern Screen readers are single...so beauty problems outweigh almost any other problems that pass through their pretty heads! Besides, the median family incomes of these readers are *55.4% above the national figure*...they can really afford to try that new powder shade, that new type of shampoo, that new make-up idea, that improved hand care.



But perhaps the biggest advantage the Dell Modern Group offers to cosmetic and toilet preparation advertisers is the *youth* of its readers...6,500,000 young women with a median age of 23. Contrast this with a median age of 35 for women's service magazines, and you see why there's no better place to tell a beauty story than in the Dell Modern Group...magazines *custom-edited* for the tastes, needs and interests of young, beauty-conscious women.

No other market offers as big and as profitable an opportunity today for the cosmetic and toilet preparation advertiser as this *ever-young, ever new* market of 6,500,000 young women readers of the Dell Modern Group. Isn't it time *you* learned all the details about it?

WHERE DOES YOUR PRODUCT STAND IN THE COSMETIC FIELD?

Send for a free copy of your product section of Dell's 15th Annual Survey of Beauty...an authoritative, complete study that shows competitive position, breakdown by markets, age groups, income...plus the long-range buying trend. Write to Research Department, Dell Publishing Company, 261 Fifth Ave., New York 16, N. Y.

Modern Screen

OF THE DELL MODERN GROUP

MODERN SCREEN..MODERN ROMANCES..SCREEN STORIES

Dell Publishing Company, 261 Fifth Ave., N. Y. 16

**"Parents' Magazine
leads all
magazines in
'Reader Heat'
generated among
subscribers"**

reports

Dr. Raymond Franzen

One thousand personal interviews investigating the thirteen basic fields of interest influencing reader attitudes toward magazines indicates that ". . . in the top ranking twelve magazines named, PARENTS' MAGAZINE is favored seven times as often as the next ranking magazine!"

Send today for
your copy of this
important magazine
audience survey.

PARENTS' MAGAZINE

52 Vanderbilt Ave., N. Y. 17
Atlanta-Boston-Chicago
Los Angeles-San Francisco



BY T. HARRY THOMPSON

Someone was asking the other day whether or not Lucky Strike Green ever got back from war.

•
Maybe that hosiery-advertiser should spell it "Berksheer."

•
Tessie O'Paque thinks flaccid is what you use to make a flaccid poultice.

•
Many a copywriter will envy the freedom permitted the chap who began a page for the Bureau of Advertising, ANPA: "In one mid-west market, 60% of the people who own and operate a dog . . ."

•
Why don't phonograph-records have viscous, rubberized, non-skid labels so they won't slip and slide and "wow" when stacked and played automatically?

•
When I was a kid in the ad biz, one of the big wheels had the impressive monicker of "E. St. Elmo Lewis." Couple of months ago, Mr. Lewis died in St. Petersburg at the age of 75. I thought of the legendary publisher's rep who always made it a practice to call people by their first names when introduced. He didn't know how to handle a name like "E. St. Elmo," though.

•
Ernie Lovejoy, SM vee-pee in Chicago, sends a folder put out by the Chicago *Sun-Times*, calling attention to "commuters' crease" . . . the thing that usually happens to standard-sized newspapers on crowded trains and elevateds. Cuts some ads in two vertically. The *Sun-Times* makes the point that, being a tabloid, it has no such "hazard."

•
Bob Fest tells me about the man

who broke even at the track, and heaved: "Boy, did I ever need it!"

•
Lorry Balza thinks this was an inspired news-head: "Sturgeon Bay's Murder Trial Opens with 'Sickening Thud'."

•
The New Yorker has spotted a barber in Sayville, L. I., who calls himself, cutely: "The Barber of Sayville."

•
Who ever figured watercress was fit to eat? You wouldn't think of nibbling on an azalea-plant, even with a pinch of salt.

HEADLINE PARADE

High Man on the Income-Poll.—Midwest Farm-Paper Unit.

They look and cook like a dream.—Revere Ware.

Mourning After.—Sanforized.

Flowers give your home a friendly face.—Article in "Better Homes."

Knock, Look, and Listen.—Edwards Door-Chimes.

Designed by the Wizards of "Ah's!"—Packard.

How to get the most home for your money.—Weyerhaeuser.

"Look, Mister, I can walk!"—Liberty Mutual.

Pick of the picnickers.—Thermos.
Make the kiss-test!—Renoir Lip-Stae.

•
Timely Tip: "Sooner or later, the driver who gambles on speed hits the accident-jackpot . . . and the result is generally fatal. The New York State Motor Vehicle Bureau reminds you: 50 miles-per-hour is the State limit, and slower speeds are safest!"

•
Things That Send Me: The savage rhythms of the Gayne Suite by Khachaturian . . . the joyous whimper of your dog when you have been away for a whole hour! . . . the deep diapason of a liner's whistle as tugs nuzzle her into midstream . . . a June moon pouring a pool of silver at your feet, there on the hurricane-deck . . . the pungent prose of Winston Churchill . . . the throaty brass of a military band playing the National Emblem march . . . the approving smile of a tiny baby who doesn't know (or care) what a pain-in-the-neck you can be.

•
Eddie Stuart says the man who is waiting for something to turn up might start on his shirt-sleeves.

•
"The best we can expect on the Day of Judgment is a suspended sentence."—*Typo-Graphic*.

..the memory
lingers on...
when prize
awards are
cherished
throughout
the years...



IF YOU give cash prizes to salesmen as contest awards, make a survey of what happened to the cash won in the last contest. Cash, too often, is a fleeting thing. There is little carry-over goodwill in a mere memory of jingling dollars that have lost their jingle.

But prizes in merchandise are something else. They endure. The gleaming automatic pop-up toaster on the breakfast table is an every-morning reminder of sales prowess and company gratitude. The more than a thousand quality nationally-advertised items in the Belnap & Thompson Prize Book give your salesman's family full freedom for selection (from your point of view, this is desirable enthusiasm from the folks at home).

Certainly, merchandise prizes are better, and you and the salesman get more for the contest dollar. "More complicated"—did you say? Drop a line to Belnap & Thompson and let us show you how very easy it really is.

Send for the new Belnap & Thompson Prize Book—see for yourself the array of nationally-advertised merchandise prizes available to your salesmen and their families. *May we send you a copy today?* (Ask for it on your business letterhead.)



BELNAP & THOMPSON, inc.

1516 SOUTH WABASH AVENUE • CHICAGO 5, ILLINOIS
"INCENTIVE CENTER" • Palmer House • CHICAGO 3, ILLINOIS
N. Y. Office: 271 MADISON AVE. • Murray Hill 6-5360 • NEW YORK 16

THE TREND IS UP

**HYGEIA'S
Mounting Circulation Shows
THE TIME TO SELL
HEALTH PRODUCTS
IS NOW!**

In seven years, HYGEIA has tripled the number of its paid subscribers.

We like what that circulation increase signifies, and so do our friends, the manufacturers of products with a health appeal. For a big boost in the readership of HYGEIA, the Health Magazine of the American Medical Association, indicates a definite increase in health interest . . . a ripening market for health products.

THE MEDIUM TO SELL HEALTH PRODUCTS IS HYGEIA!

The "thermometer" tells another story—the allegiance of health minded readers to HYGEIA, a health magazine they respect! By its specific appeal to these readers—particularly to health conscious mothers and homemakers—HYGEIA is helping many manufacturers to sell products that safeguard health—from food to foot appliances, from nursery furniture to drugs, from cosmetics to kitchenware.

If you have a health product to market, HYGEIA is for you!



Hygeia

THE HEALTH MAGAZINE
OF THE
AMERICAN MEDICAL ASSOCIATION
535 NORTH DEARBORN • CHICAGO 10, ILLINOIS

*AND COSTS ARE DOWN! DOWN 34% per page per thousand in six years!

"The ad that ran by mistake," headlined *Holiday*. A lot of ads that run on purpose might fit that category.

No disrespect to Edgar Bergen or Fred Allen, but I have switched to "Stop the Music" during their time (ABC, Sundays, 8-9 EDT). Also, I wrote to Bert Parks, emcee, when he sent a contestant down for guessing "Merrily, We Roll Along" instead of "Mary Had a Little Lamb." I say it's the same tune.

Ike says "No" but he doesn't say "Positively."

"From the cradle to the grave" is an understandable locution, but Frank Irving Fletcher, English-born copywriter, said it better: "From cradle to crêpe."

I Wish I'd Said That Dep't: The reference to the Trumans as "Porchy and Bess," as reported by Walter Winchell.

Neat caption in *Pathfinder*: "Perle's Oyster."

Representative Rankin is sometimes referred to as "Silent John." With a nickname like that, a fellow ought to make a million in the plumbing trade. You remember Alexander Woollcott's friend, frinstance, who named his country-place: "Roaring Toilet."

I think I could do a singing commercial on "Super-Duper Soup."

There have been many versions, so there may be room for another: "Allis in Chalmersland."

When a certain operatic star sings "They're Hanging Danny Dever," with all the histrionics of which a baritone is capable, I often wonder if they hanged the right guy.

More money for less work is cock-eyed arithmetic. However, a lot of white-collar workers could use a cost-of-living adjustment right now.

Advertisers seem to fall into two groups: The "know-how" boys and the "new look" boys. They're in a rut.

Chances are, you won't be allowed to shoot-off fireworks in your community on the Fourth; but, if you can hold out till the Twelfth, you'll see a reasonable facsimile when the Democrats convene in Philadelphia.

SALES MANAGEMENT

DOES THE PUBLIC LOVE YOU IN JULY AS IT DID IN MARCH?



Certain publications have a continuous readership survey whereby editors keep in close touch with their public. If a certain new department proves not popular, it is abolished in favor of something else.

Do you, as a manufacturer, keep a constant watch on your market? Do you know when your competitor changes the color and size of his package? Do you know which size package the public prefers when it shops for your product?

You do know that the taste of the public changes from time to time. Perhaps the product that your father sold by the trainload should be changed to meet present requirements and present tastes.

There is just one way for you to find this out.

Employ a good research organization.

Of course, you'd naturally expect us to recommend National Analysts! This organization has done a notable piece of work for dozens of customers, and the cost is often under \$1,000—sometimes more than \$35,000. It all depends on what you want to know. We consider it part of our responsibility to clients to develop the most economical way of finding facts.

Why don't you write us to drop in to see you sometime when we're in your part of the country? A conference costs you nothing.

NATIONAL ANALYSTS, Inc.

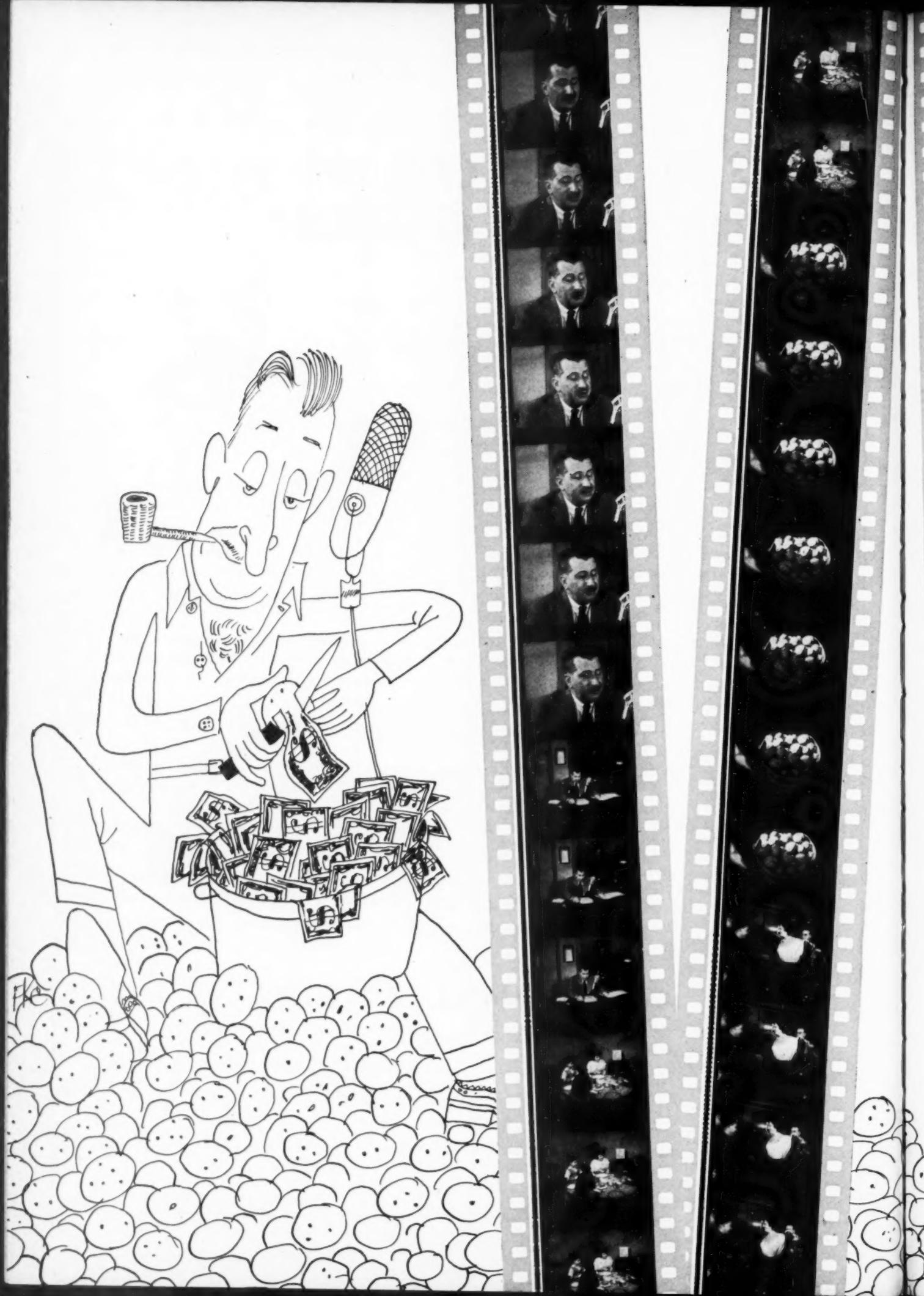
WASHINGTON

PHILADELPHIA

SAN FRANCISCO

EXECUTIVE OFFICES • 1425 CHESTNUT ST. • PHILADELPHIA 2, PA.

A Complete Marketing and Research Organization with National Coverage



You too can profit by his mistakes!

When Uncle Bill Jenkins makes a mistake, it makes the newsreels. And everybody makes money.

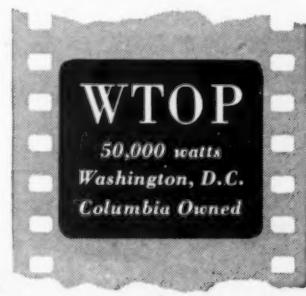
Like the classic about furrier Zlotnick and the potatoes. You remember the story: a WTOP listener raced into Zlotnick's with a cabload of spuds and demanded a beaver coat. "Uncle Bill just *said so!*" he insisted. "Uncle Bill just *said* the price was 497 potatoes!"

He got the coat. Zlotnick got headlines: a Warner-Pathe newsreel feature... and stories in Pathfinder, Business Week, AP, and leading papers. He also got about 497 new customers. As for Uncle Bill, he gets 33% more listeners than any competing program, 6:00 to 7:00 A.M., Monday-Saturday. (Crossley Recall Survey, March 1948)

Getting big results is an old story to sleepy, fluffing, adlibbing Uncle Bill. Renewal sponsor Willys of Washington, Inc. says (for example): "We have received inquiries from as far away as West Virginia, from people who seem to be regular listeners to your program."

You won't make a mistake if you *sponsor* some of Uncle Bill's "mistakes." Ask Radio Sales about him—or about any of our other performers who have helped give 50,000-watt WTOP the largest (by 47%) average share of the Washington audience in daytime periods bought by local and national spot advertisers.*

*Monday through Friday—C. E. Hooper, Oct.
1947—Feb. 1948.



Represented by Radio Sales...

Radio Stations Representative, CBS

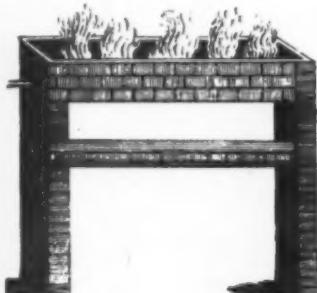
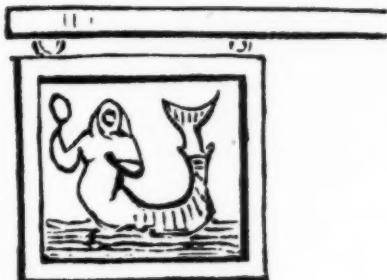
well, of all things!

OR: WOR'S PART
OF THESE EXTRAORDINARY STORIES, TOO

queer signs for streets

Most of the streets in Merida are distinguished in a manner peculiar to Yucatan, by images of birds or beasts set up at the corners. For example, one street is named La Calle del Flamingo, because of a huge red flamingo painted on the corner house. There is the street of the Old Woman and on its corner is the caricature of an aged female, with huge spectacles astride her nose.

By no means queer are the extraordinary results that WOR's women's shows produce for sponsors. Beauteous Barbara Welles, for instance, recently told her listeners that a paint manufacturer would send them a sample. A few casual announcements produced 10,000 requests. For paint, mind you. Martha Deane made 4 brief announcements; 25,589 women cried "Gimme!"



the hottest spot on earth

The hottest regions of the earth are along the Persian Gulf, where little or no rain falls. At Bahrain the arid shore has no fresh water, yet a comparatively numerous population manages to live there, thanks to copious springs which burst forth from the bottom of the sea.

The hottest buys in American radio

today are WOR's news programs. One show not only guarantees its sponsor almost 2,000,000 listeners per week, but has a distinguished sales record, too. Another moved one product from 8th to 3rd place in the candy bar field; pulled 82,896 contest entries from 47 states... 351 from California, 196 from Nebraska.

superstitions of the sea

It is unlucky to point with the finger at a ship when at sea.

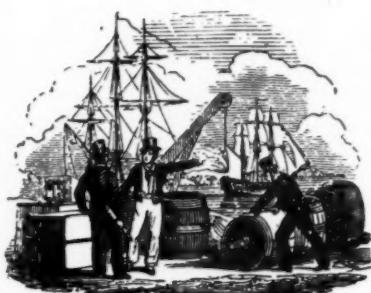
The nails and hair must not be cut at sea except during a storm.

It is unlucky to sneeze on the left side at the moment of embarking.

A knife stuck in the mast, the killing of a pig, or whistling is believed to bring wind in a calm.

It has been repeatedly proven that luck and great success follow the purchase of WOR. As of today, more than half of WOR's billing is based, as far as its sponsors are concerned, on earned sales increases of merchandise sold. In other words, WOR's got to pay through the cash register, or else...

Let's show you how we do it.



WOR - heard by the most people where the most people are



...like California without the

illion dollar alley of the bees



National Representatives . . . O'Mara & Ormsbee, Inc.
New York • Los Angeles • Detroit • Chicago • San Francisco

IS ONE of your best markets escaping you? It is unless you're advertising in the Billion Dollar Valley. Yes, only with local newspapers can you cover California's great inland market—a market now worth nearly 2 Billion in buying power.* Make sure, then, that The Sacramento Bee, The Modesto Bee and The Fresno Bee are on your California schedule.

Make sure, too, that you get a copy of the 1948 Consumer Analysis. It tells you buying habits, ownership and dealer distribution in the Billion Dollar Valley. Available from your nearest O'Mara & Ormsbee office or research department, McClatchy Newspapers, Sacramento, California.

*Sales Management's 1947 Copyrighted Survey

McClatchy Newspapers



{ THE SACRAMENTO BEE
THE MODESTO BEE
THE FRESNO BEE

WMBD

dominates
PEORIA AREA



with the
LION'S SHARE
of the audience

WMBD's continuing leadership in the rich Peoria market is graphically shown in the latest Hooper Station Listening Index (March-April, 1948). WMBD is the **ONLY** Peoria station to show a larger share of the audience in any time period over the previous report... and WMBD shows an increase in **ALL** time periods.

MORNINGS (Mon. thru Fri.)

Peoria area Station "A".....	8.3
Peoria area Station "B".....	5.1
Peoria area Station "C".....	7.8
Peoria area Station "D".....	1.2
All outside stations.....	22.8
WMBD	54.8

AFTERNOONS (Mon. thru Fri.)

Station "A".....	8.5
Station "B".....	5.1
Station "C".....	7.1
Station "D".....	1.6
All outside stations.....	30.0
WMBD	47.7

EVENINGS (Sun. thru Sat.)

Station "A".....	16.1
Station "B".....	8.9
All outside stations.....	26.9
(Stations C and D do not broadcast evenings)	
WMBD	48.1



WASHINGTON BULLETIN BOARD

Delivered Prices: Cement Case Aftermath

The jittery nerves which have been evident in many executive and sales management circles since the Supreme Court outlawed the "basing point" price formula in the Cement Institute case have begun to calm down. The fear of wholesale suits is subsiding.

It is becoming clear that business is to have a fairly long period in which to evaluate the impact of this decision, and that adjustments (if adjustments are actually necessary) may come through a number of channels.

Most significant development is the Senate approval of a full-scale investigation of anti-monopoly laws and their effect on business methods. (S. Res. 241) The Senate's quick reaction to the problems of pricing and sales management posed by Supreme Court decisions in the anti-monopoly cases has acted as a damper on governmental advocates of strong-arm methods for applying these decisions in a wholesale manner.

Under authority voted just before adjournment, the Senate Interstate Commerce Committee will set up a thoroughly competent staff to do a job comparable to the Temporary National Economic Committee of a decade ago. First report is due March 15, 1949.

Meanwhile, individual senators have put FTC and other Federal agencies on notice that any steps which would throw big segments of business into a chaotic condition would quickly bring remedial legislation.

Legislation Next Year

There is a strong possibility that clarifying legislation will be handed to Congress next year as a result of the forthcoming studies. Despite the precedent that none of TNEC's recommendations were enacted into law after its million-dollar investigation, comparable recommendations are expected to encounter a more favorable atmosphere if Congress is as strongly Republican next year as the signs now indicate.

From the FTC standpoint, a majority of commissioners are reassuring in statements to the Capehart committee that they believe delivered prices are still within the law—ex-

cept where unjust discrimination and conspiracy for price-fixing are shown. Commissioners Freer, Davis, Ayres and Ferguson, plus FTC's price expert, William Woodin, all testified to this effect.

Commissioner Lowell Mason, stormy petrel of FTC, disagreed. He went on the record with an opinion that the court decisions make illegal: multiple or single basing points, zone pricing, and systematic freight absorption. Mason said the pricing systems of 100,000 business men could be found in violation of the law.

He asserted that "anyone who uses freight absorption, zone prices or an individual universal delivered price system, operates under the shadow of illegality and certainly takes a calculated risk." On these views, Mason has less than usual support within FTC.

Other Actions

Meanwhile, various cement companies have asked the Supreme Court for rehearing and for clarification of its ruling in the cement case. No further court action can be expected before next fall or winter, but it would not be surprising if the court took cognizance of the widespread business uncertainty resulting from its decision and took some clarifying step.

At the same time, many companies have decided upon a policy of continuing their present pricing practices, and big industries in particular believe that a decisive fight is indicated.

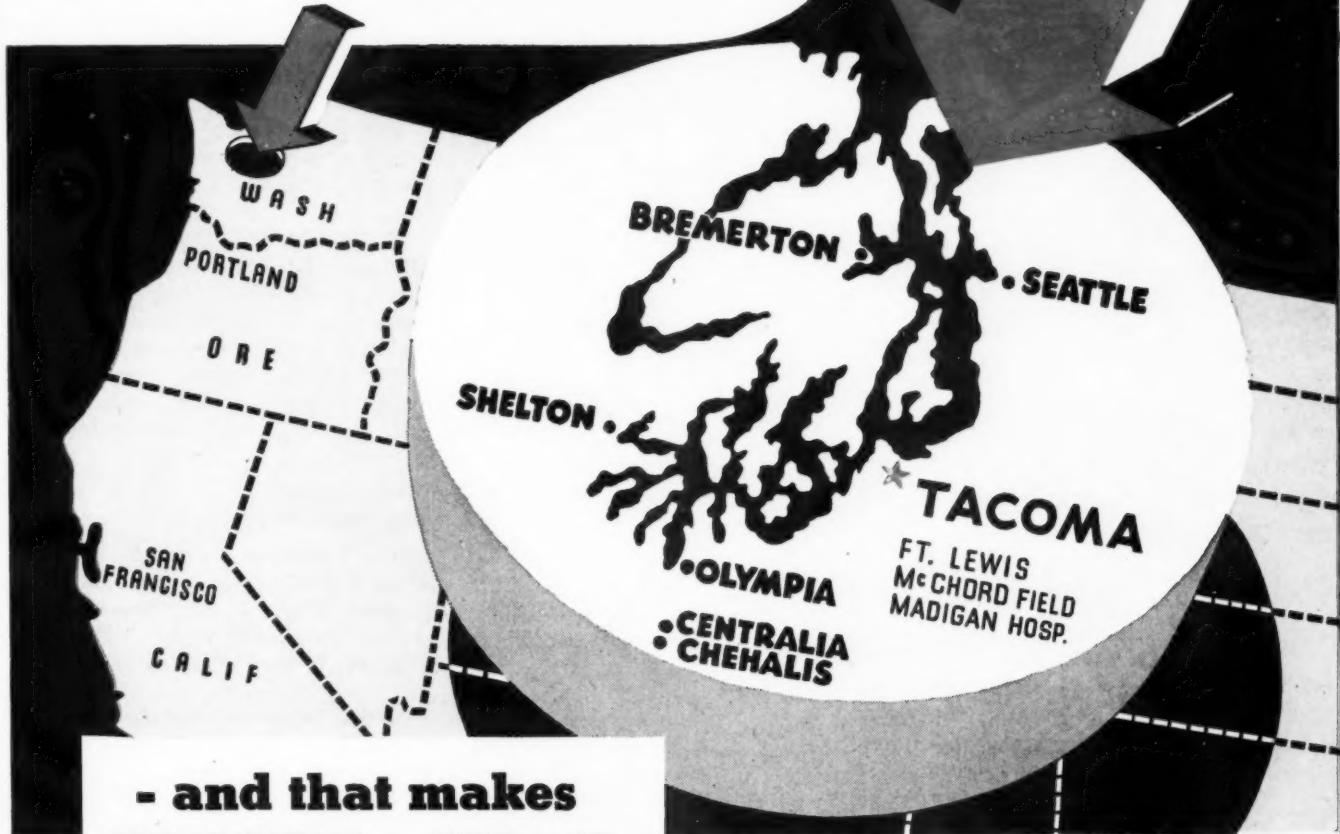
A broad segment of business opinion feels that the real solution will come through clarifying legislation induced by the Capehart committee studies.

Social Security: Trouble to Come

President Truman's message accompanying his veto of the Gearhart resolution (H. J. Res. 296) excluding some 750,000 salesmen and other employes paid on a commission basis from Social Security coverage (reviewed in this department June 15) raised a point which may constitute a troublesome problem for some firms. Both House and Senate quickly overrode the President's veto and the leg-

The "Puget Sound Circle" Does

55% OF WASHINGTON'S BUSINESS!



**- and that makes
TACOMA a "Must"**

SIX Puget Sound counties—virtually the same as the Tacoma-Seattle A.B.C. retail trading zones—have 50% of Washington State's population, 55% of the buying income, do 55% of the retail business. It's an area you must cover thoroughly—and that means buying full, concentrated coverage of Tacoma-Pierce County. For unless Tacoma is covered—by the leading Tacoma daily—you can not do a full and effective selling job in the important "Puget Sound Circle."



**Here's the
Coverage
Picture!**

No "outside" daily covers Tacoma-Pierce County—vital segment of the dynamic Puget Sound market. These "family-coverage" percentages tell why:

TACOMA NEWS TRIBUNE	79%
Second Tacoma Paper	51%
Seattle Morning Paper	10%
Seattle Evening Paper	4%

The TACOMA

News Tribune

Now Delivering More Than 60,000 Daily



Your profits will please you, too

**When you let WTAR do the sale job
in the NORFOLK Market**

Here's why: the Norfolk Market, with the nation's greatest metropolitan area population gain, '47 over '40 (Bureau of Census, '47), is STILL GROWING . . . more customers, more folding money than a year ago.

And WTAR delivers the customers at less cost per sale because WTAR has most of the listeners practically all the time: (Hooper CM, Fall-Winter, '47-48).

DAYTIME: WTAR outrates all other six local stations combined on 15 out of 40 daytime Mon.-Fri. quarter hours; and is ahead of the nearest competitor for 36 of the 40.

NIGHTTIME: WTAR outrates the other three local nighttime stations combined for 43 of the 56 half hours between 6:00 and 10:00 p.m., Mon.-Sat.; with a comfortable margin of leadership for the other 13.

Let us tell you what this profit producing market-media team can do for you.

**NBC AFFILIATE
5,000 Watts Day and Night**

Operator, WTAR-FM 97.3 Megacycles
National Representatives: Edward Petry & Co.

islation now spells out the fact that Congress does not consider commission salesmen as "employes" and hence not subject to the Social Security Act.

It was pointed out here that the Senate Finance Committee assured salesmen who have paid Social Security taxes under "erroneous construction of the term 'employe'" that their status will be maintained.

The President took note of this, saying: "The resolution purports to preserve the past coverage of employes who have already made contributions under this system. But in fact, under the terms of the Social Security Act, such coverage would expire in a few years, and previous contributions would be made worthless."

Thus, what to do about those salesmen who have had S. S. deductions made previously, but are now not subject to coverage, becomes a matter for administrative interpretation. A ruling will be required from the Social Security Board, and probably the Treasury Department, before long.

New Reports to Aid Sales Planning

The Department of Commerce has issued the following reports, available at field offices or from Superintendent of Documents, Government Printing Office, Washington 25:

"*State, Regional and Local Market Indicators*," 100 pages, supplementing previous issue (as of 1945) and carrying economic data through 1946. Covers population, employment, national income, production, finance, retail sales, agriculture, and miscellaneous. 30c.

"*Small Business and Trade-Marks*" pamphlet outlines advantages and pitfalls for manufacturers and distributors in use of distinctive trade-marks; gives essential requirements for valid trade-marks and basic provisions of Lanham Act. 10c.

"*Comprehensive Export Schedule No. 25*" gives all changes in export regulations up to June 1. Essential to anyone selling abroad. 25c.

"*Survey of Current Business*" discusses pickup in retail trade, inventory turnover in retail trade, and describes revised series on retail-store inventories now available. 25c.

"*Trading with Postwar Germany*" brings together all available information for business planning to engage in trade with German firms. 5c.

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Here's valuable information:

FAMILY DATA

New information on city zone families by size, income level, home ownership, home values, rentals, workers per family, occupations, race and age.

NEWSPAPER READERSHIP

Unbiased answers to your questions on Cincinnati newspaper readership by income level, exclusive readership, circulation duplication, market coverage.

RETAIL SALES OF DEPARTMENT STORE TYPE MERCHANDISE

New survey gives point-of-purchase data on wearing apparel, furniture, home furnishings; brand preference and point of purchase for appliances.

CONTINUOUS GROCERY INVENTORY

Shows month-by-month sales and stock on hand for 40 grocery product classifications.

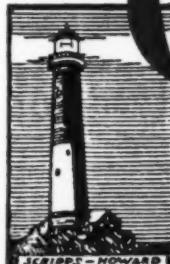
GROCERY DISTRIBUTION CHECK

Shows percent of distribution for 51 major grocery classifications stocked by chain and independent outlets.

In addition to these special studies, The Post has compiled a wealth of pertinent market data that is not available from any other source. For market and marketing information tailored to your specific needs—ask The Post!

Remember, too, that more than half a million Cincinnatians are reached by The Post each week-day.

The Cincinnati Post



THE NEWSPAPER FOR **ACTIVE** CINCINNATIANS

Robert K. Chandler, Manager, General Advertising

CINCINNATI 2, OHIO

Represented by the General Advertising Department of Scripps-Howard Newspapers



STRATEGIC PLANT LOCATIONS

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Gair Plants are strategically located to render maximum service . . . a CONTAINER SERVICE that is almost equivalent to having a GAIR PLANT in "YOUR OWN BACK YARD."

Expanding beyond shipping facilities, the ROBERT GAIR organization provides technical cooperation. At each plant, service engineers are available to help solve problems of designing or redesigning your present containers, or in the creation of new containers for new products.

These packaging engineers are prepared to advise on proper methods of sealing containers, either by hand or by machine. This technical information is invaluable where interior packing has been designed to protect fragile or valuable merchandise.

Furthermore, these GAIR REPRESENTATIVES know the relative merits of corrugated, solid fibre, jute and Kraft.

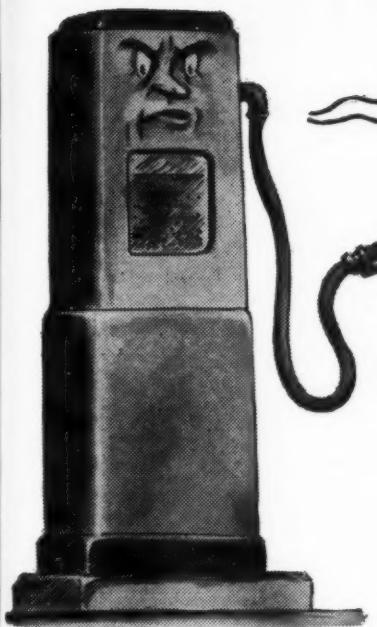
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Write for your Free Copy of

1. Sealing of Corrugated and Solid Fibre Containers, or
2. Container Handbook.

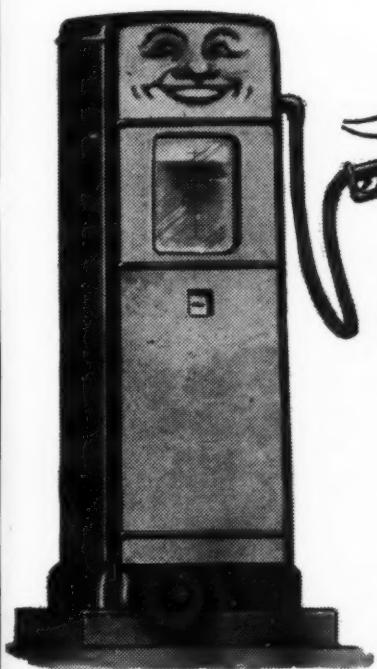
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NEW YORK • TORONTO

PAPERBOARD • FOLDING CARTONS
SHIPPING CONTAINERS



ARE YOU CONTENT WITH DILUTED CIRCULATION?

Do you want your San Francisco coverage diluted by duplicated circulation in nearby metropolitan markets that have their own metropolitan newspapers? Are you neglecting the major market for extremely thin scatter-coverage in 47 far-flung northern California counties?



YOU GET MORE POWER WITH THE CALL-BULLETIN

You get concentrated power with The Call-Bulletin's concentrated circulation—the largest daily circulation in the city of San Francisco. Recognizing the pulling power of The Call-Bulletin's high-test circulation, every one of the forty largest daily retail advertisers in San Francisco used The Call-Bulletin in 1947. And The Call-Bulletin is the only daily newspaper that was used by all forty!

THE CALL-BULLETIN
SAN FRANCISCO'S FRIENDLY NEWSPAPER

A Moloney, Regan & Schmitt representative can show you how to step on the gas in San Francisco.

put an idea where it counts . . .

The right approach...the right pin...and all of them go down. And the force of a conviction that first strikes the *right mind* will travel through many minds.

Today, the influence of leading minds in industry, science and government fans out farther and faster than ever in history. And with its own terminals in these minds, FORTUNE serves as a clear channel of communication—recording, testing, and activating enterprise through the vast creative area of American Business. To its successful development at home and abroad, FORTUNE is totally dedicated.

No less than its editors, FORTUNE's advertisers share its purposes—and its communication channel to a quarter of a million leading minds.



SIGNIFICANT TRENDS

As seen by the editor of SALES MANAGEMENT for the fortnight ending July 1, 1948

THE N.F.S.E. FORGES AHEAD

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The New York three-day meeting was a splendid mixture of how to meet the problems of both today and tomorrow. As compared with earlier meetings, accent was on *tomorrow*. The greatest ovation, one of the longest and most spontaneous I ever heard, went to a Frenchman—Louis Dolivet, a leader in the resistance movement, and now Editor of *United Nations World*. He talked about the United Nations and what it means to the businessman. The second greatest ovation (if my mental applause meter was functioning accurately) went to the Superintendent of Schools of Topeka, who talked about people.

Other speakers who talked on subjects beyond and above ordinary bread-and-butter selling and sales management included John Sterling on the Advertising Council campaigns, Jim Farley on selling peace through world trade, Lem Boulware of General Electric on labor relations and job satisfaction, and George Jones and Scotty Fletcher on new and enlarged aims for the Federation.

The programming—and the applause—proved conclusively that a very great many, and possibly a majority of sales executives now see their future as being tied up inseparably with the welfare of their profession, their nation, their world.

They are willing to devote energy and money to helping the profession of selling (or helping to make it a profession if it is not one) of which they are a part, to fighting to make better the already good private enterprise capitalistic system which in such large part has made America great, to supporting causes which will make the whole world better.

More specifically, forms of enlightened selfishness to which N.F.S.E. members now are pledged include:

1. Raising standards of selling and sales management.
2. Working with schools and colleges to create interest in selling and to improve the curriculum on marketing and selling.
3. Making top management better understand selling and its needs.
4. Actively cooperating with other groups doing unselfish service work, such as the Advertising Council.
5. Selling of American democratic ideals to their own people, to plant-city townspeople, to our general public and to those beyond our borders.

Your editor attends a great many conventions—so many that it is difficult to not become sort of slap-happy

about them; but even though he had gone through a long siege of them this spring, he found the N.F.S.E. meeting stimulating and exciting nearly every minute. Congratulations to the many who worked so hard to make it such a great success!

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From recent conventions, particularly the N.F.S.E. and the Washington convention of the American Marketing Association, here are a few quotes which appealed particularly to me.

"Two people govern industry. The sheriff is on one hand, the customer on the other... We at G.M. are like a printing shop: We turn out what the customers want... Some salesmen do to truth what whipping does to cream... The biggest asset in business is to have an open mind, and to keep out of a rut. There is more than one road open to most desired goals." **Charles F. Kettering, Vice-President in Charge of Research, General Motors Corporation.**

"Make the most of your disposable dollars this year. Taxes are lower than they will be during any of the coming five years." **Leo Cherne, Executive Secretary, Research Institute of America.**

"When income declines, medical services are the first to be cut." **Edward D. Holland, Bureau of Labor Statistics.** It is interesting, and possibly significant, that medical services are one of the very few non-advertised items in the family budget.

"The manufacturer should not be basically interested in limiting his marketing expenditures to a certain number of dollars, or of forcing those expenses within the mold of a fixed ratio to dollar sales. Rather, he should be concerned with obtaining the greatest possible efficiency and effectiveness in his operations, so that total costs will be at a minimum and total net profits will be at a maximum." **Charles H. Sevin, Office of Domestic Commerce.** In other words, an increase in marketing costs often accomplishes a *decrease* in production costs.

HOW LONG PROSPERITY?

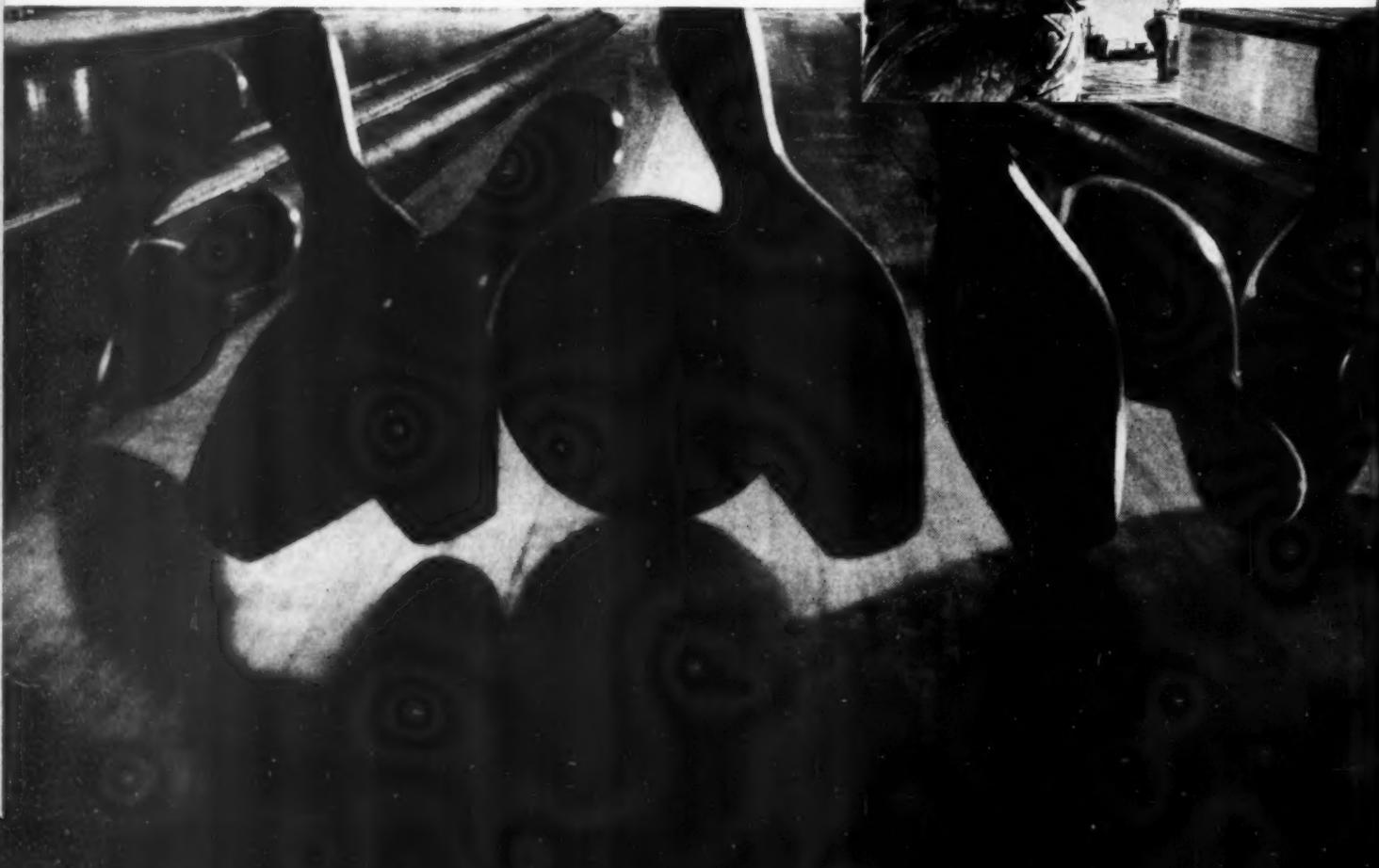
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ance sheets do not warrant further credit expansion, even though they are making profits. This factor is new, may not become important, and is offset by the stock market strength which facilitates financing. (4) Despite talk of exhaustion of consumer stocks of liquid assets and the lag of incomes behind prices, the statistics show that the extraordinary excess of buying power above all past levels has been only slightly reduced.

Offsetting the adverse factors are these positive ones: (1) *The fact that many consumers report expenditures in excess of income proves only that there is still a high propensity to consume.* The position of the farm population is extremely strong, with mortgage debt about half the level of the 'twenties, cash reserves very large, and prices high even by present-day standards. (2) The backlog of demand for heavy durable goods can be counted on pretty definitely for the next year or two, and in the field of consumer goods, the demand for automobiles and for housing still outruns productive capacity. (3) No deflation in history ever started in a cheap money period. Our economic machine works better in a period of inflation, especially the middle part, than it does at any other time. What inevitably generates a slump is not just a price rise, but a speculative boom; that is, one in which the demand that makes the prices comes from people who will pay those prices only because they think they can resell at a profit before the boom is over.

SIGNIFICANT SHORTS

Little things count: The *Milwaukee Journal*, grand-daddy of city consumer analysis reports, finds that colored paper is better than white for consumer questionnaires. In a test this year, yellow outpulled white by better than 4%.

"Middle income" families up 10%: For 1947, according to SALES MANAGEMENT'S *Survey of Buying Power*, the arithmetical average family income after taxes was \$4,309 but, according to the Federal Reserve Board,

the "middle" or median family income *before* taxes was \$2,920, up \$320 from 1946. Last year 69% of all families, or 28,980,000 families, had \$2,000 or more as against only 6,600,000 families with incomes at that level in the mid 30's.

MILLENNIUM SEEKERS

The SM editorial and research staff members are just stubborn enough to start out each year with the determination that there won't be any mistakes in the *Survey of Buying Power*. We take that Don Quixote attitude despite the fact that no volume containing nearly 100,000 figures, several times that many digits, and resulting from several million computations—that no such volume has ever gone unscathed through computing offices, composition rooms, proof readers, press rooms, binderies.

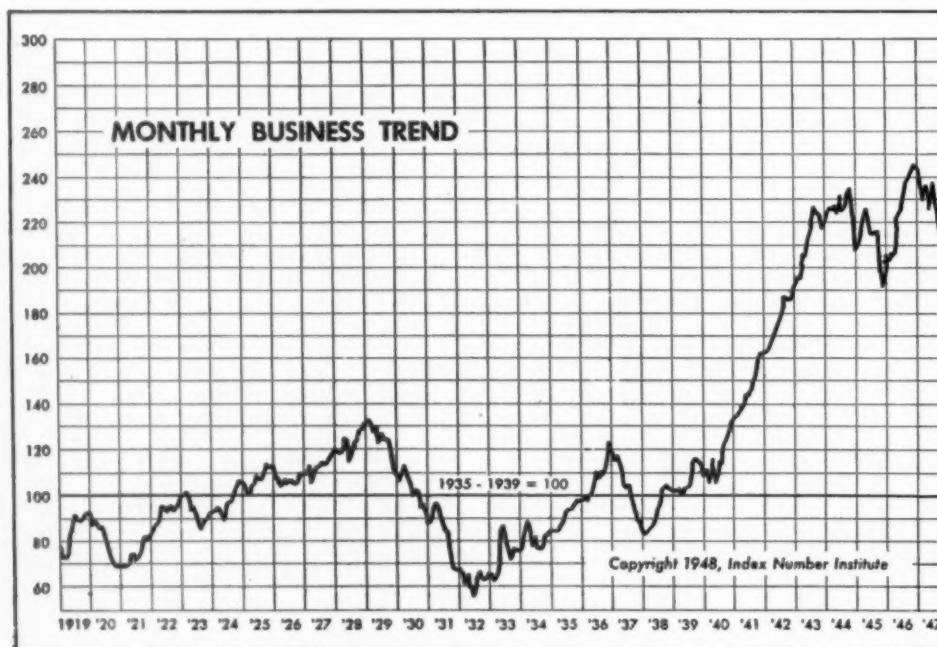
Each year we say, "*This* will be the year." But it isn't.

So, sad-faced, we tell you that on page 111 are a few corrections of errors that have cropped up, caught either by ourselves or by alert subscribers. Transfer them, please, to your own volume. We wish we had some assurance that there won't be any more corrections to be continued in our next issue. There may be a few more, but considering the many *possibilities* for error, perhaps you will forgive our probable batting average of .99999.

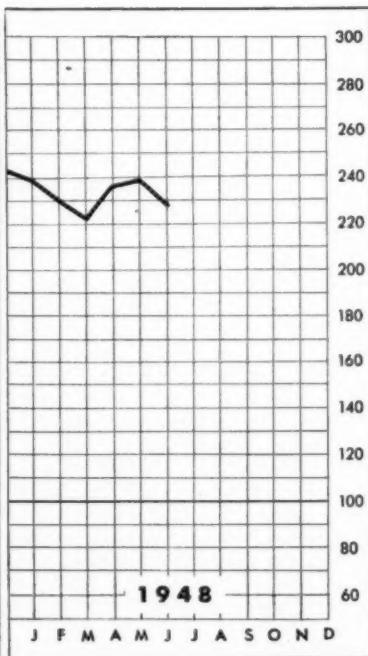
THE OPEN LETTER TO MR. CLEMENT

May I take this opportunity to thank the many readers who expressed approval of my June 1 letter to Mr. Clement of the Pennsylvania Railroad? There were so many letters that it is impossible to acknowledge all of them except on the printed page. The open letter has had powerful repercussions in some important places, and I feel that good has been and will be accomplished.

PHILIP SALISBURY
Editor



As indicated here last month, the increased rate of business spending, which more than offset a drop in new orders, brought the final computation of the Business Trend for May to 238, one point above



the April figure, its highest level since January 1948. With business spending expected to recede somewhat and new orders remaining near the May level, the preliminary estimate for June is about 228.



When a Dealer Says, "I'm Stocked," Is He Talking Through His Hat?

**Based on an interview by Lester B. Colby with N. H. SCHLEGEL
Vice-President and Director of Sales, Cory Corp.**

Very often he is. That's what Cory learned when they sent all their men into retail stores to itemize merchandise on hand. Sales were made on 51% of calls. Many a dealer had simply been listening to too much gossip.

In spite of a growing feeling among businessmen that traffic merchandise movement is slowing down, the experience of the Cory Corp., Chicago, indicates that the factors responsible for the slow-down are primarily psychological and not economic; that when products are sold to dealers they move; that there is still business in abundance.

When Cory Corp., manufacturers of Cory glass coffee brewer, coffee brewing equipment and Fresh'nd-Aire electric air circulators, began to hear rumors from some distributors that dealers' shelves were becoming loaded with small appliances, they decided to investigate such rumors thorough-

ly and find out for themselves.

"We decided to take an inventory of dealers stocks, checking hundreds of dealer stores, to find out three things," says N. H. Schlegel, vice-president and director of sales. "We wanted to know:

"1. Whether appliance dealers really were becoming well stocked with small appliances or whether distributors merely *thought* that this was a condition.

"2. Whether distributors actually knew the position of dealers in respect to specific merchandise or whether the term, 'overstocked,' was being used loosely to describe anything that

could be classed as a counter appliance.

"3. What was the position of dealer stocks insofar as Cory appliances were concerned."

To find the answer to these questions, so that company executives could judge intelligently the reliability of such rumors and plan future sales activities aggressively, Cory made one bold stroke:

Each one of the 47 members of Cory's national sales force was divorced from all routine sales activity for a period of 30 days and armed with a special inventory dealer book. The salesmen were told to do nothing but make retail dealer calls for the next 30 days—to take an actual store inventory of Cory stock on every retail call made.

A special bonus of 50 cents a call was established and a prize offered to the man making the greatest number of retail contacts during the contest period. All emphasis was placed



FRONT LINE INTELLIGENCE:

When the Cory management analyzed the reports from the field, they had a revealing picture of the relative effectiveness of their jobbers. President Alsdorf (head of table), discusses follow-up.

on the number of calls made. When a dealer volunteered an order the Cory men were told to take it and turn it in to the wholesaler specified by that retailer.

There was no incentive attached to the number of orders taken, however, since the purpose of the inventory program was to establish a clear picture of Cory stocks on dealers' shelves and of the attitude of retailers toward the traffic appliance movement—Cory products particularly.

Survey Results: Red Faces

The results, almost instantly apparent, surprised even the most optimistic Cory sales heads and caused red faces on the part of many jobbers who had been a party to the rumors of slow-downs in the turnover of traffic appliances. Store inventories coming in from Cory field men showed in most cases a nominal or unbalanced stock of Cory products on dealers' shelves.

Merchandise orders following on the heels of the inventory reports showed that dealers, once their attention was called to the unbalanced condition of their Cory stocks, were both willing and anxious to reorder. Copies of dealer inventory reports and actual orders for Cory merchandise, when presented to sales executives in wholesalers' organizations, enabled Cory salesmen to back up their statements

that the rumors of merchandise slowdowns were due to two factors:

1. Jobber salesmen, long accustomed to a wartime gravy train wherein they were begged by retailers for products, had had their "sales senses" dulled; that unless a dealer volunteered an order for merchandise the jobber salesmen were making little or no effort to get it.

2. Some retailers were in a frame of mind that considered even normal store inventories of appliances as being dangerous risks. The fact that this feeling was psychological rather than based on actual experiences the dealer was having, was proven by the store inventories. Results showed that dealers were not voluntarily reordering merchandise even to replace products that were moving over their counters!

How to Chase the Gloom

Web Larsen, Chicago district manager, supports Cory sales executives in their story of how the glooms were overcome. Checking the story, a SM reporter met Mr. Larsen in the Ace Hardware Co. store, on Chicago's north side, owned by C. H. Smiley. This store has been called one of the best stocked and most efficiently operated independently owned stores of its kind in Chicago. The owner, Mr. Smiley, said:

"I thought we had a well balanced stock of traffic appliances but had not particularly checked my stock of Cory. I realized, when the check was made, that I've been overlooking some items in the Cory line that sell well. I found, too, that the stock I had had grown skimpy. They got a good order out of me."

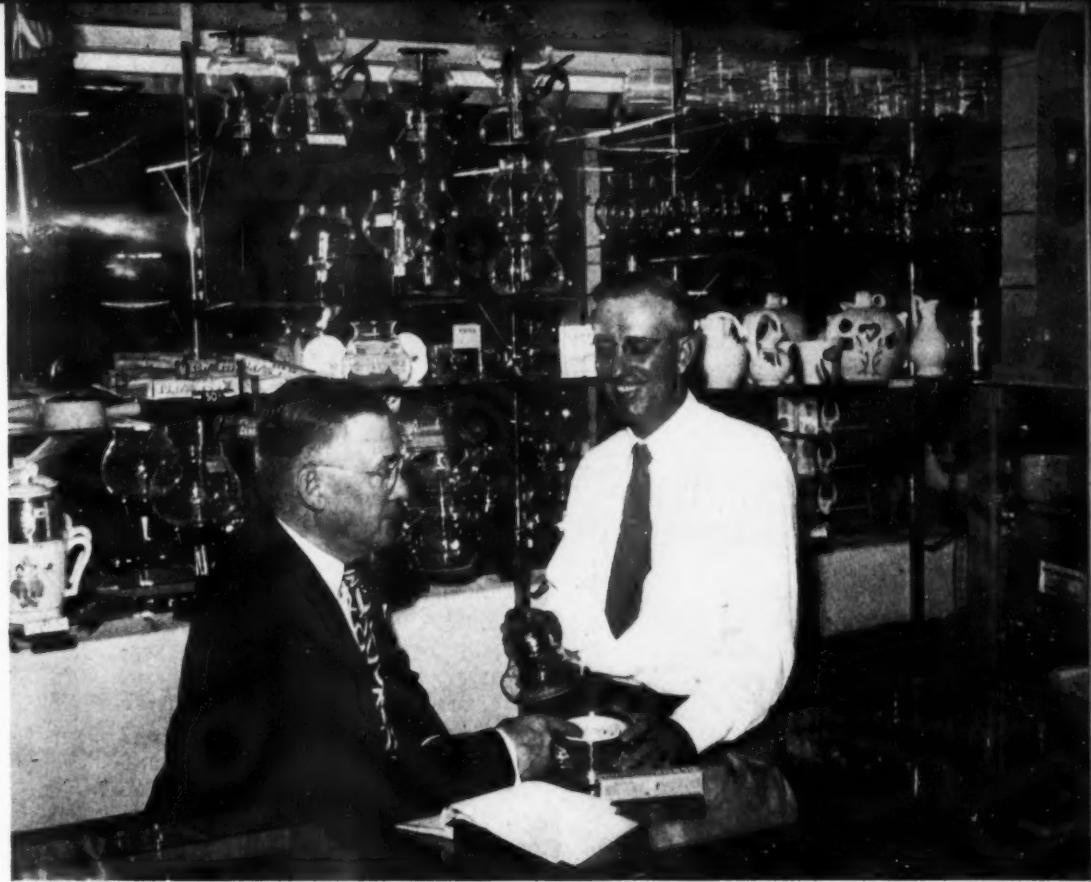
Plenty of Appliances?

"We'd go into store after store," added Mr. Larsen, "and the dealer would say off-hand, 'We've got plenty of appliances.' Then, when we got to checking his shelves for Cory, he'd say, 'Well, I'll be darned. I didn't know I was in this shape. I'll be out of this and that in a day or two. Take an order'."

The Cory inventory program at the end of its first month of operation showed a total of 4,063 retail calls and a national average of orders taken on 51% of the calls made. Percentages of orders taken on calls made varied according to territories and naturally according to individual salesmen. Some outstanding records turned in are:

W. W. Murray, salesman, Delaware, southern New Jersey, and eastern Pennsylvania, orders taken on 90.1% of all calls made; C. A. Kelin, a part of New York, and Pennsylvania, 83.8%; J. C. Bowles, Michigan, 79.2%; S. J. Picot, Indiana

4,063 RETAIL CALLS: They told the story. District managers joined their men in the field for the nation-wide inventory. (Right) Chicago District Manager Web Larsen checks stock at the Ace Hardware Co. store, Chicago, Ill.



and parts of Kentucky, Michigan and Ohio, 75%; W. G. Larsen, northern Indiana and Illinois and Beloit and Monroe, Wis., 73.9%; L. M. Rudich, Maryland, Virginia, West Virginia and District of Columbia, 72.1%; J. C. Krieger, Kentucky, part of Indiana, southern Ohio and West Virginia, 70.9%. Seventeen salesmen got orders on more than 52% of their calls.

One unlooked for result of the program was that it produced a good clue as to which wholesalers were doing the most successful job in selling Cory. Obviously, in an area where a jobber's sales organization had been in successful and effective operation, stocks of Cory merchandise on all dealers' shelves and counters were higher than average.

This was important information particularly in that it disclosed roughly whether or not any given jobber was doing an effective and conscientious job of promoting Cory products and where intensified sales help was needed from the manufacturer.

Stimulate Activity

The outstanding results obtained from the inventory program enabled Cory men to parade into the wholesalers' offices with sheaves of orders from dealers in their hands and plank them down on the sales manager's desk with a remark something like this:

"This is the best answer we can give you to rumors of merchandise slow-down . . . at least as it affects Cory products."

Faced with such evidence, there was little for a jobber sales executive to do other than to point his finger at his own sales organization and show his men that it was both *necessary* and *possible* to return to aggressive selling; that merchandise would continue to flow in substantial quantities into dealers' stores and out again over the counters if it were sold intelligently.

Best Answer: Orders

The entire Cory inventory program, complete with details, was then offered to jobbers as a means of stimulating activity within their own organizations. Cory even offered to supply the inventory order books for use by jobber salesmen if any jobber wished to introduce this program of retail inventorying into his own sales activity.

The wholesalers' recognition of the value of the program was made apparent by the fact that in less than two weeks after the offer was made through the mail more than 25% of the distributors expressed a desire to cooperate and stage the inventory operation in their own organizations.

So productive was the inventory program in the eyes of Cory sales executives that they are keeping their

own sales force active on dealer inventories for another 30 days. At present requests by wholesalers are still coming in, indicating their willingness to cooperate and use this means of getting their own sales organizations back on the ball.

Return: Aggressive Selling

"This reaction on the part of the wholesalers to stimulate their sales organizations, we believe, is a pretty healthy thing," says Mr. Schlegel. "It indicates that all along the line executives are becoming increasingly aware of the necessity for a return to aggressive selling. We are sure that the effect of our inventory program will be felt long after it has been discontinued."

Take Your Choice

In figuring rate of growth of a given city market, do you prefer a comparison of today with 1939? Or with the same 1947 month? You get it both ways in the revised "High Spot Cities," page 114.

Television: How Is it Like, Unlike, Other Media?

BY CHARLES HULL WOLFE • Radio Department, Batten, Barton, Durstine & Osborn, Inc.

As an advertising medium, should you treat television as a movie, or the blood brother of radio? How can you measure its sales effect? Mr. Wolfe furnishes you with a map to see you through the "getting your feet wet" stage.

Television advertising, like advertising in any medium, can never be reduced to an exact science, but it can be approached with a scientific point of view, thus insuring a better understanding of the medium and increasing the probabilities of using it resultfully. This scientific viewpoint requires defining precisely what the video medium is and what it isn't, its similarities and dissimilarities to radio advertising, and a review of established advertising research and testing techniques which can be profitably applied to this new advertising vehicle.

Although there has been a drawn-out and heated controversy as to the nature of TV from the program producer's point of view (whether it most resembled motion pictures, theater or radio), there is little room for dispute as to the nature of TV from the advertiser's over-all point of view (for many specific and valid reasons he should consider it an off-shoot of radio.). Program-wise, tele is far closer to motion pictures and the theater than it is to radio, but advertising-wise it is undoubtedly a child of radio broadcasting. There are at least nine major similarities between radio and TV which distinguish both of them from printed media:

I. Similarities Between TV and Radio Advertising

1. Unlike printed advertising, which is sharply divided into separate and distinct media—newspapers, magazines, car cards, outdoor, etc.—both radio and television are three media in one: network, national spot, local spot.

2. Unlike printed media, in which the advertiser supplies only the advertisement and no editorial matter, both radio and video require the sponsor to present both editorial content and advertisement.

3. Unlike a newspaper or magazine, which persons can read only if it is physically present, radio and TV allow listeners to tune in wherever radio waves can carry it.

4. In printed media the responsibility for building circulation rests entirely on the publication, but in both radio and tele the sponsor is at least partially responsible for maintaining and building audience.

5. Newspaper and magazine advertising take place primarily in space, while radio and video advertising take place largely in time.

Similarities in Media Selection

6. Circulation of newspapers and magazines can be measured in total, precise terms by actual circulation figures, based on subscription and newsstand sales; but circulation of both radio and tele must be measured in relative terms by sampling

methods—interviews, ballots, mechanical recorders, etc.

7. While position of an advertisement in a publication influences readership, the time when a radio or video commercial goes on the air can have greater effect on listenership than publication position on readership.

Resemblances in Production and Commercials

8. Supervision of printed advertising production is important but largely routine, while supervision of both radio and tele production requires dramatic and musical talent and a fine sense of showmanship.

9. Copy in newspapers and magazines is written for the eye alone, but both radio and TV copy are written for the ear to sound like natural conversation. Both video and radio commercials are more intimate and personal forms of salesmanship than printed advertisements.

It would be unfortunate, though, to overestimate the similarities between radio and television advertising and to assume that they are both peas out of the same pod. Video is a distinct medium in and of itself, and is separate from radio just as radio is separate from printed media.



There are at least nine significant differences between TV and radio as advertising vehicles.

II Differences Between TV and Radio Advertising

1. In video, sound, sight and motion are combined for the first time in a single medium. In radio, sound alone must carry the entire burden of entertaining and selling the audience.

2. Television, at present and for some time to come, will penetrate largely the upper and upper middle income brackets, but not the lower economic groups. On the other hand, radio is unexcelled as an advertising medium for penetrating a cross-section of income groups, with deep penetration of lower income brackets.



SIGHT, SOUND, MOTION: Royal Crown Cola's cowboy pours drink, literally sings product's praise.



FRESH IMPACT: Elsie, the Borden cow, so familiar in printed advertising, is a triple threat girl in television where she can be seen, heard, and watched.

SIGHT TEST: North Star Woolen Mill Co. (left) blanket gets the smoke test before tele audience. Smoke easily penetrates loosely-woven competitive blanket, is stopped by North Star blanket.

JULY 1, 1948

Contrasts in Production

3. TV uses film as a permanent record of programs and commercials, so performance can be controlled and repeated at will. Radio uses electrical transcriptions for this purpose.

4. In television, physical appearance of actors is important, and appearance must match roles suggested by tele scripts. In radio, physical appearance is relatively insignificant.

5. Video actors, announcers and emcee's must memorize their entire parts, and stage movement and behavior is extremely vital. Radio performers read from a prepared script, and no stage movement is required.

6. Insincerity on the part of the tele announcer or actor is easily detected by the video audience, while personal insincerity of the radio announcer or actor may be masked by smooth professionalism.

7. In tele, setting, props, costume, make-up and lighting are immensely important. In addition, video has all of radio's problems relating to the production of sound. By contrast, the only physical studio equipment required in radio production in addition to the regular microphones and control panel is sound effects.

Differences in Circulation and Commercials

8. Between 4 and 5 viewers per

video set is typical, according to an audience survey by telestation WRGB, Schenectady. Between 2 and 2½ listeners per radio set is typical, according to audience studies.

9. Television's communication of ideas has the advantage of oral communication plus the merits of printed communication, with the addition of movement, to give TV an estimated 4 to 10 times greater selling impact than radio, per person reached. Psychologists have shown that some persons learn best by hearing, some by seeing, but that all learn best by a combination of hearing and seeing. Oral communication of ideas by radio has certain advantages regarding memorability, understandability and suggestibility over printed communication (according to studies by psychologists Cantril, Allport and Lazarsfeld), but vocal explanation still falls short in visualizing or demonstrating objects, persons or products.

III. Applying Radio Research to TV Advertising

Distinctions between TV and radio are most pronounced as they relate to program and commercial production, least pronounced as they bear on over-all strategy and advertising research. In fact, many of radio advertising's research techniques can and should be applied to television. There are at least 15 important radio research methods applicable to TV.

Video Audience Measurement

1. Telephone coincidental surveys of television homes, such as those of radio homes taken by C. E. Hooper, Inc. Hooper already is releasing Teleratings.

2. Installation of mechanical recorders in video sets, as A. C. Nielsen Co. has installed in radio sets.

3. Recall studies, with in-person or telephone interviewers of tele watcher-listeners.

4. Television-viewing diary studies, such as those of radio listeners conducted by CBS.

Tele Results and Costs

5. Surveys of product usage in tele homes according to homes which do and do not tune in the sponsor's video program. Also product usage of tele owners compared with non-owners. Such studies were made by Esso Marketers before and after a series of eight telecasts for Esso Gasoline.

6. Opinion surveys of TV set owners to determine whether programs with strictly institutional objectives are accomplishing their purposes.

7. Measurement of sponsor identification and sales impact. Such

APPLYING RADIO'S QUALITATIVE ANALYSIS TO TV

Types of Most-liked Television Programs According to Preferences by Men, Women and Children

(Based on a Survey by The General Foods Corporation of the New York Television Audience in 1947)

PROGRAM	PERCENTAGE
Women	
Live Drama	31
Feature Films	15
Baseball	11
Boxing	9
Men	
Baseball	27
Boxing	27
Live Drama	21
Children (11 through 16)	
Western Films	20
Feature Films	17
Kid Shows	14

APPLYING RADIO'S PROGRAM POPULARITY MEASUREMENT TO TV

Types of Television Programs in Order of Popularity

(Based on Audience Studies Made by Tele Station WRGB, Schenectady, after Five Years of Regular Operation)

Type of Show	Average Rating	Number of Shows
Sports	2.36	12
Quiz	2.35	4
Games	2.29	6
Light Opera	2.28	6
Variety	2.26	13
Puppets	2.25	7
Science	2.24	7
Plays (Full Length)	2.23	3
Personalities	2.19	13
Commercials	2.16	23
News	2.11	13
Revues	2.08	12
Plays (One Act)	2.07	38
Monologues	2.05	6

studies already have been made by C. E. Hooper, various video outlets and a few TV sponsors.

8. Analysis of number of video homes reached per dollar spent.

TV Program Research Methods

9. Determining by research staff tele stations of which type of programs to telecast, which to have more or less of, according to popularity of program types as revealed by audience measurement methods. An

illustration of how this radio-created technique has been applied to TV is shown in the accompanying table computed by tele station WRGB, "Types of Television Programs In Order of Popularity."

10. Selection by advertisers of certain tele programs to appeal to specific segments of the video audience which constitute the sponsor's primary market, based on qualitative studies of TV audiences. This radio-developed procedure was applied to TV by The General Foods Corp., as indicated in the table "Types of Most-Liked Television Programs According to Preferences by Men, Women and Children."

11. Pre-testing of video shows by any reliable method except those requiring viewers to take eyes off the screen by making pencil notations.

12. Post-testing by means of minute-to-minute tele audience curve, program size ratings, and by checks of program sales effectiveness.

Applying Radio Research to TV Commercials

13. Studio pre-testing of tele spot announcements and program commercials by any reliable method which allows respondents to keep their eyes on the video screen.

14. Post-testing of TV commercials by minute-to-minute recording devices, coincidental telephone calls, on-the-spot visits, etc. A telephone post-test survey was conducted for Easy Washer after a demonstration-type video commercial on WRGB.

15. Application of tested radio copy ideas and appeals (not writing methods) to television commercial situations.

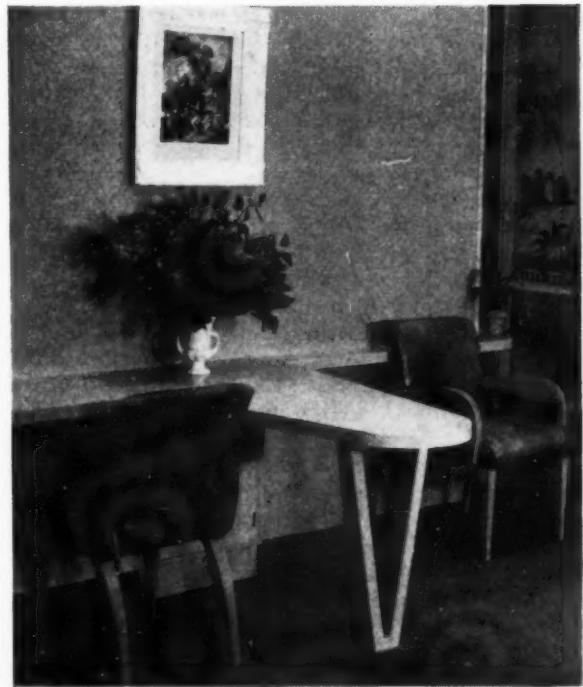
Science and Television Are Inseparable

It seems fitting, if not actually inevitable, that scientific methods should play a leading role in planning and testing video advertising, for television itself is a child of the scientific mind. The physical mechanics of television, more than the mechanics of any other advertising medium, are the result of painstaking scientific investigation. TV's engineering achievement in itself—what Captain William C. Eddy has described as "the split second integration of hundreds of circuits, the inter-functioning of optics, photo-electricity and the mechanics required in a television system"—is something to marvel at, and is an indication of the genius, patience and enthusiasm behind this industry which cost its backers over \$50,000,000 in research and experimentation before they saw a penny of financial return.

APPROACH TO A SALE: Along this corridor (right), mirrored to create a spacious feeling, come prospects to view products in sample room (below) of Venus Foundation Garments, Inc., New York City. Rooms combine new with old.



CLASSIC: Pompeian design wall-paper (right) in foyer accents Venus de Milo reproduction which is namesake for Venus Foundation.



A Touch of Venus In Your Showroom?



RECEPTIONIST'S VIEW: At left, is receptionist's desk. Custom-built furniture is blonde mahogany wood, covered with mulberry-colored Vinylite. Above is the Venus reception room, with openings into six offices.



PHOTO BY EWING GALLOWAY

A new survey reveals that average cost of operating a man in a large city is now \$11.75 per day; in a small city, \$9.09. The findings suggest study of more selective selling, improved routing, and plans for getting men to make better use of their time.

Cost of Keeping Salesmen in the Field Rises 40-50% Since 1939

The cost of keeping a salesman in the field is now at an all-time high.

In a new survey made during late May and early June among 135 representative companies in many industries, operating in all parts of the U. S., SALES MANAGEMENT learned that the average cost of keeping a man on the job in a metropolitan center (exclusive of his transportation in and out), is now \$11.75 per day. This compares with a 1945 figure of \$10.82, and a pre-war (1939) figure of \$8.37. The increase since 1945 is 8.6%, since 1939, 40.3%.

The cost of keeping a man in a small city is now \$9.09 per day, compared with \$7.95 three years ago, and \$5.99 in 1939. This increase since 1945 is 14.3%, since 1939, 51.7%.

Averages quoted here are based on all comparable returns from all companies participating in the survey; because of space limitations, not all reports are detailed in the accompanying table.

As usual, the editors caution subscribers to use judgment in the use of the figures and the tabular report. Naturally, the figures for a company whose men travel mostly in small cities will seem low; suitable allowances must be made also for disparities in the cost of living between various sections of the country.

The increase in reported costs of operating salesmen's automobiles is 8.4%. Average per mile now is \$.0579, as compared with \$.0534 in 1945. However, cost accounting on salesmen's automobiles in the majority of companies is exceedingly slipshod, and in reporting per-mile costs, many sales managers say they haven't made detailed calculations, are merely making a good guess.

Among the companies reporting, five use standard expense allowance plans. One in the building materials field allows a flat \$175 a month. One in drugs, \$55 a week; another, \$167.50 per month. One in the food

field, \$42 a week; another, \$40-\$60 a week, depending on the territory.

About two-thirds of all the companies participating report that they are checking salesmen's expense accounts much more carefully now than during the war.

About two-thirds say their men are having some substantial amount of trouble obtaining hotel rooms at the price the company feels the men ought to pay. Nearly half complain that salesmen are being inconvenienced by early check-out rules in hotels, a hold-over from the war. . . . "It spoils half a day's work," they say.

About tips: Substantially half of the companies set some limitation on the amount of money spent for tips . . . either in a dollar-figure per day or per week, or a percentage of total, or merely the rule of good judgment. A dozen or more tell SM that this item must be kept in line through "periodic checkup and discussion." Smallest amount reported as allowed per day for tips was \$.40; largest, \$4. Seven reported figures ranging from \$.50 to under \$1; 16 reported figures between \$1 and \$2. Six say 10%.

About entertainment: This item is being watched carefully, or specifically limited, by more than half the companies reporting. Many comments such as "limited to good judgment," "must be itemized," "limited to lunches and drinks," and "we check carefully" appeared in the reports. Of those who limit the entertainment budget to a specific amount per week, ten allow from \$2 to \$10; eleven, from \$10 to \$20; four from \$20 to \$30; one, \$45.

In the accompanying table the checks shown under railroad, pullman and plane fares are academic in most instances, because salesmen travel mostly by car. However, in some cases the report covers not only salesmen, but supervisors, missionary men, promotion men, service men and others not assigned to a specific territory for routine coverage, where other-than-auto transportation is used and allowed as a legitimate expense. Travel by air is accepted now as a commonplace in most companies.

1948 Survey of Salesmen's Expense Account Practices

INDUSTRY	SALESMEN'S EXPENSE ACCOUNT ITEMS ALLOWED IN ADDITION TO FOOD AND HOTEL ROOMS												
	Railroad Fare	Pullman Fare	Plane Fare	Taxi	Valet	Laundry	Stenog- rapher	Tele- graph and Tele- phone	Tips (L- imited)	Enter- tainment (L- imited)	Maximum Expense Per Day— Big City	Maximum Expense Per Day— Small City	Auto Allowance, or Estimated Expense Per Mile unless Otherwise Indicated
AUTO PARTS & ACCESSORIES													
Company 1.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	\$10.00	\$8.00	.06
Company 2.....	✓	✓	✓		✓	✓	✓	✓	✓ L	✓ L	12.00	9.00	\$35 per month ¹
Company 3.....	✓	✓	✓		✓	✓	...	✓	✓ L	✓ L	11.00	8.00	.06
BUILDING MATERIALS, AND SUPPLIES													
Company 1.....	✓	✓	✓		✓	✓	✓	✓	✓	✓ L	10.00	8.00	\$75-\$80 per month
Company 2.....	✓	✓	✓	✓	✓	✓	✓	✓	✓ L	✓ L	15.00	12.00	.06
Company 3.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Company 4.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓ L	8.50	7.00	
Company 5.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓ L	10.00	8.00	\$2-\$3 per day ²
Company 6.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	12.00	12.00	
Company 7.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓ L	12.50	9.50	.0364
Company 8.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	7.50	6.50	\$27.50 per month ³
Company 9.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓ L	10.00	7.00	\$80 per month
CHEMICALS													
Company 1.....	✓	✓	✓	✓	✓	✓ L	✓ L	10.00	7.00	
Company 2.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	12.00	10.00	.07
Company 3.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	10.00	9.00	
Company 4.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓ L	12.00	10.00	.07
CLOTHING													
Company 1.....	✓	✓	✓	✓	✓	✓	✓	✓	✓ L	✓ L	8.00	7.00	\$2 per day ³
Company 2.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	12.00	9.00	
Company 3.....	✓	✓	✓	✓	✓	✓	✓	✓	12.00	9.00	.06
Company 4.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	12.00	9.00	.045
ELECTRICAL EQUIPMENT AND SUPPLIES													
Company 1.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	12.00	8.00	.05
Company 2.....	✓	✓	✓	✓	✓	✓ ⁷	✓ ⁷	...	✓	✓	10.00	7.00	.055
Company 3.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓ L	15.00	10.00	.06
Company 4.....	✓	✓	✓	✓	✓	✓	✓	✓	✓ L	✓ L	10.00	8.00	.05
FOOD AND BEVERAGES													
Company 1.....	✓	✓	✓	✓	...	✓ L	17.00	15.00	.06
Company 2.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓ L	12.75	9.50	.05
Company 3.....	✓	✓	✓	✓	✓	...	✓ L	10.00	8.00	.05
Company 4.....	9.00 ⁸	9.00 ⁸	.05
Company 5.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	7.00	6.00	.0325
Company 6.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓ L	7.50	7.50	.04
Company 7.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓ L	10.25	9.50	.052
Company 8.....	✓	✓	✓	✓	✓	✓	✓ L	✓ L	11.00	9.00	
Company 9.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	15.00	12.50	.075
HARDWARE													
Company 1.....	✓	✓ ⁹	✓	✓	✓	✓	10.00	8.00	.07
Company 2.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	15.00	12.00	.08
Company 3.....	✓	✓	✓	✓	✓	✓	✓	✓	✓ L	✓ L	8.00	6.00	.05
HOUSE FURNISHINGS													
Company 1.....	✓	✓	✓	...	✓ ¹⁰	✓ ¹⁰	✓	✓	✓	✓ L	10.00	9.00	.06
Company 2.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	12.00	9.00	.07
Company 3.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓ L	8.00	6.50	.05
Company 4.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓ L	10.0006
Company 5.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓ L	12.00	8.00	.06
Company 6.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓ L	10.50	7.50	.07
Company 7.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	20.00	15.00	.06
Company 8.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	11.00	7.50	.05
INDUSTRIAL EQUIPMENT AND SUPPLIES													
Company 1.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓05
Company 2.....	✓	✓	...	✓	✓	✓	✓	✓	✓	✓	10.00	8.00	\$12-21 per week
Company 3.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓ L	10.00	8.00	.05
Company 4.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓ L	10.00051
Company 5.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓ L	15.00	10.00	.05

¹ Plus 3½¢ per mile.

² \$3 a day away from headquarters; \$2 per day in headquarters city.

³ Plus #.0273 per mile.

[Continued on page 46]

⁷ Company absorbs one-half of expense.

⁸ Company pays flat allowance of \$9 a day to cover expense.

⁹ Long trips only.

¹⁰ Allowed if men are away from home more than one week.

1948 Survey of Salesmen's Expense Account Practices

[Continued from page 45]

INDUSTRY	SALESMEN'S EXPENSE ACCOUNT ITEMS ALLOWED IN ADDITION TO FOOD AND HOTEL ROOMS												
	Railroad Fare	Pullman Fare	Plane Fare	Taxi	Valet	Laundry	Stenog- rapher	Tele- graph and Tele- phone	Tips (L- imited)	Enter- tainment (L- imited)	Maximum Expense Per Day— Big City	Maximum Expense Per Day— Small City	Auto Allowance, or Estimated Expense Per Mile unless Otherwise Indicated
INDUSTRIAL EQUIPMENT AND SUPPLIES, (Con't)													
Company 6.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	20.00	15.00	.08
Company 7.....	✓	✓	✓	✓	✓ ¹⁰	✓ ¹⁰	✓	✓ L	✓ L	10.00	7.50	.07
Company 8.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	15.00	10.00	.07
Company 9.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	14.00	10.00	.06
Company 10.....	✓	✓	✓	✓	✓	✓	✓	✓ L	14.00	8.00	.04
Company 11.....	✓	✓	✓	✓	✓	✓	✓	✓	✓ L	10.00	8.00	\$10 per week ¹¹
Company 12.....	✓	✓	✓	✓	✓	✓	✓	✓	✓ L	✓ L	15.00	10.00	.06
Company 13.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	15.00	8.50	.06
Company 14.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	15.00	12.50	.07
Company 15.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓ L	12.50065
Company 16.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	12.00	10.00	.06
Company 17.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	12.00	8.50	.06-.07
Company 18.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓ L	10.00	8.00	.04
Company 19.....	✓	✓	✓	✓	✓	✓ ¹⁰	✓	✓	✓	8.00	7.00	.06
Company 20.....	✓	✓	✓	✓	✓	✓	✓	✓	✓ L	12.00	8.00	.065
OFFICE EQUIPMENT AND SUPPLIES													
Company 1.....	✓	✓	✓	✓	✓	✓	✓	✓ L	8.50	7.50	.06 ¹²
Company 2.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	9.00	7.50	.05 ¹³
Company 3.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓ L	10.00	8.00	.07
Company 4.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	25.00	15.00	\$65 per month
Company 5.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓ L	12.00	10.00	.06
TEXTILES													
Company 1.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	15.00	15.00	.05-.06
Company 2.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	12.00	9.00	.06
MISCELLANEOUS— CLOCKS AND WATCHES													
Company 1.....	✓	✓	✓	✓	✓	✓	✓	✓	✓ L	10.00	8.00	.06
CONFECTIONERY													
Company 1.....	✓	✓	✓ L	10.50	10.50	\$70 per month
Company 2.....	✓	✓	✓	✓	✓	✓	✓	✓	✓ L	10.00	8.00	.04 ¹⁵
DENTAL SUPPLIES													
Company 1.....	✓	✓	✓	✓	✓	✓	10.00	8.00
DRUGS													
Company 1.....	✓	✓	✓	✓	✓	✓	✓	✓	✓ L	✓	2.50 ⁵	9.50
JEWELRY AND SILVERWARE													
Company 1.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	12.50
LIGHTING													
Company 1.....	✓	✓	✓	✓	✓	✓	10.00	8.00	.06 ¹⁶
NOTIONS													
Company 1.....	✓	✓ ¹⁰	✓ ¹⁰	✓	✓	✓ L	10.00	9.00	.06
Company 2.....
OPTICAL GOODS													
Company 1.....	✓	✓	✓	✓	✓	✓	✓	✓ L	10.00	8.50	.04
Company 2.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	12.50	8.50	.07
PAPER PRODUCTS													
Company 1.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	8.00	6.50	.05
Company 2.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓ L	15.00	12.00	.07 ¹⁴
SMOKERS' REQUISITES													
Company 1.....	✓	✓	✓ ¹⁷	✓	✓	✓	✓	✓	✓ L	12.50	10.00	.055 ¹⁸
SPORTING GOODS													
Company 1.....	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓ L	11.00	8.50	5.0

⁵ Men located in all large cities; allowance covers only lunch and incidentals.

⁶ Company pays also depreciation and insurance.

¹⁰ Allowed if men are away from home more than one week.

¹¹ Plus 3¢ per mile.

¹² Company pays one-half liability and property damage insurance.

¹³ Plus parking, storage, tolls.

¹⁴ For first 2,000 miles each month; then 4¢ per mile.

¹⁵ Company-owned cars; 4¢ per mile is estimated cost without insurance.

¹⁶ Company pays two-thirds of insurance.

¹⁷ Requires authorization.

¹⁸ Company-owned cars.



Who's Tops in Telephones? It's U.S.

There are more telephones in this country than in all the rest of the world put together. The United States has one telephone for about every four people, compared to one telephone for every ninety people for the rest of the world.

Sweden comes closest with one telephone for every five people. In the British Isles there's one telephone for every eleven people. In Russia the estimate is about one in a hundred.

New York leads the world's cities with the most telephones. It has 2,600,000—more than in all of France. In relation to population, San Francisco is on top with about one telephone for every two people. Washington ranks a close second.

And we're still building and expanding at the fastest rate in history. The value of telephone service is increasing constantly.

BELL TELEPHONE SYSTEM





MINIATURE HORSE RACE: When a fifth of Kentucky Tavern is lifted from display's special bar, a trigger is released and horses "are off." Designed by W. L. Stensgaard for Glenmore Distilleries Co.



SELF-SERVICE DISPLAY: Made by River Raisin Paper Co. for Lever Brothers Co., it stocks a variety of laundry products.

DISPLAY ANGLES



MIRROR MERCHANTISER: Transparent display stand features a mirror as a base to show off the product. Produced by Hallcraft Products for Proctor Electric Co.



RING BOX REPLICA: An enlarged facsimile of the new container the J. R. Wood Co. is introducing for its line of rings. Styled and made by Copeland Displays, Inc.



Does the South read Your Advertising?

YOUR BEST ANSWER to this important question is the report of a new, unbiased survey of readership of one edition of *The Progressive Farmer*.

This survey is Study No. 6 of The Continuing Study of Farm Publications being made by The Advertising Research Foundation under the sponsorship of the American Association of Advertising Agencies and the Association of National Advertisers.

The average page of the 128-page issue of *The Progressive Farmer* was read by 47% of men readers and 47% of women readers.

The 10 advertisements best-read by men had an average men's readership of 75% and the 10 advertisements best-read by women had an

average women's readership of 70%.

The Study includes readership scores for every display advertisement and every editorial item in the 128-page issue of *The Progressive Farmer*. It answers questions on composition and education of subscriber families—their farm acreage, buildings, principal crops, livestock, poultry, etc.

It contains new facts of real value to every business executive interested in building sales in the prosperous rural South, where *The Progressive Farmer* has more than a million subscriber-families.

For complete, detailed information on the results of Study No. 6, inquire at any *Progressive Farmer* office.



Advertising Offices: BIRMINGHAM, RALEIGH
MEMPHIS, DALLAS, NEW YORK, CHICAGO
Pacific Coast: Edward S. Townsend Co., San Francisco, Los Angeles



CUP THAT CHEERS: Against keen competition, Los Angeles won the annual Sales Management Award offered to the club affiliated with the Federation that has done the most to build the profession of salesmanship in its area. Runners-up with honorable mention were Indianapolis and Dallas. In the presentation photo: (l to r) George Jones, chairman of the Awards Committee; George H. Harger, v.p. and gen. mgr., Greene-Haldeman, Los Angeles, retiring president of the Los Angeles Club, who accepted the cup for his organization.



THE RAYMOND BILL AWARD . . . offered for the first time this year, to the club making the greatest contribution to the development of sales managers as executives, was won by Worcester, Mass., a club that isn't yet two years old. Runners-up were Baltimore and San Antonio. In this case the award is a modern lectern for use in club meetings. Announced last year at Los Angeles, this second award was nameless until the NFSE at this year's meeting decided to tag it for its donor. In the photo (l to r): George H. Jones; William R. Moore, v.p. in chg. of nat'l accts., Norton Co., Worcester, and Ray Bill.

A Report on Action at N.F.S.E. Convention in New York, June 16-18

For the 13th consecutive year, the profession of selling has spoken from its national platform at the annual convention of the National Federation of Sales Executives.

This year's convention, at New York City's Waldorf-Astoria Hotel June 16-18, drew more than 900 sales executives from nearly all the 48 states, plus a large group from Canada, and a sprinkling from Europe.

Mindful of the place of sales in the Nation's over-all economy, NFSE's convention theme this year was "Selling Our Way to World Peace." (One speaker, Charles F. Kettering, formerly General Motor's

vice-president in charge of research, brought smiles to serious faces when he said, "I thought we were *buying* world peace.")

Representing their sales executives clubs and the membership-at-large, members of the NFSE took this action at their confab:

Elected to the newly-created post of chairman of the board of directors, Alfred Schindler, President, Alfred Schindler Co., St. Louis, former Under Secretary of Commerce in President Truman's cabinet, and for 25 years sales manager, Ralston-Purina Co.

They selected as First Vice-Chairman, Arthur H. "Red" Motley, pres-

ident, Parade Publication, Inc., New York City, publisher of *Parade*.

As Second Vice-Chairman, members picked James J. Nance, president, Hot Point, Inc., Chicago.

John W. Evans, manager, Kee Lox Mfg. Co., Cincinnati, was re-elected treasurer.

In accordance with a proposal first made at the convention last year in Los Angeles, the office of president of NFSE has been made a full-time paid job, to be filled initially by Robert A. Whitney, who has served in the past year as executive director.

(Story Continued on page 58)

(Convention Pictures are on pages 52-57)

Alexander sized up the job . . . and wept

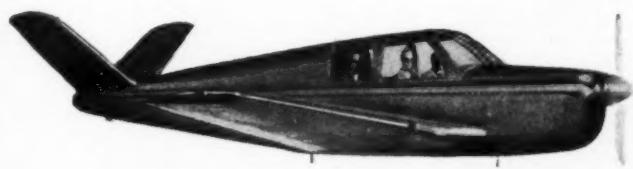


Legend has it Alexander wept when he decided there were too many worlds for one man to conquer. Today's businessman often feels the same way . . . when he faces one of those jobs that look impossible.

To equip sales managers and key personnel to tackle "impossible" jobs, many a sales executive relies today on a company-owned 4-place Beechcraft Bonanza. Because this speedy, comfortable plane slashes travel time by two-thirds, these men can now make those necessary field trips—and return to home-office work before they're missed. Bonanza ownership actually re-

vitalizes the whole sales set-up. Sights are automatically set higher, and the "impossible" jobs often become the easiest of all.

A note on your company letterhead brings an informative 60-page brochure on "The Air Fleet of American Business." Address your request today to Beech Aircraft Corporation, Wichita, Kansas, U. S. A.



Top speed, 184 mph
Cruising speed, 172 mph
Range, 750 miles

BEECHCRAFT
BONANZA
MODEL 35

BEECHCRAFTS ARE THE AIR FLEET OF AMERICAN BUSINESS



Camera Report on the **N. F. S. E.**

(Story on page 50;
more pictures on pages 54, 55, 57)

Photos for SALES MANAGEMENT by Ted Burrows



MAPLE LEAF FOREVER: Delegates from across the border: (l to r) J. R. Maynard, g. s. m., O'Keefe's Brewing Co., Ltd., Toronto; Roydon M. Barbour, mgr., Saturday Night Press, Toronto; Leo W. Vezina, v-p., Canadian Industrial Alcohol Co. Ltd., Montreal; Arthur H. Carter, g. m., Green Cross Insecticide Div., Sherwin Williams Co., Montreal; and H. E. Smith, Stevenson & Scott, Lt., Montreal, current pres., Advertising & Sales Executives Club of Montreal.



GUEST OF HONOR: Alfred Schindler (r), newly elected chairman of NFSE, greets Eric Johnston, pres., Motion Picture Assn. of America and former pres., United States Chamber of Commerce.

GREAT DAY FOR THE IRISH:
(l) Frank N. McCabe (l), mgr., IBM, Boston, and pres., Boston club, with Philip J. Kelly (r), dir. of adv. & pro., National Distillers Products, New York, co-chairman of the convention committee.



CALIFORNIANS AT LARGE: (r) R. D. Stetson (l), oper. mgr., Shell Oil Co., San Francisco, and pres., San Francisco club, with G. J. Ticoulat, mgr. of sales, Crown Willamette Paper Co., San Francisco, dir. at large, NFSE.



TOPS IN SHOWMANSHIP: (r) Stephen A. Douglas, dir. of sales prom., Kroger Co., Cincinnati, scored a five-star hit with his show, "How to Conduct a Sales Meeting." His "magic chart" came to life, furnished its own props, drew its own trend lines, grew in size without human aid, and let loose a resounding gun-shot for a climax. The charming herald pictured at the top of the facing page helped to demonstrate how Kroger builds up the story of its product-leaders for the benefit of the field organization. Douglas is a district director of the NFSE.



HEADLINERS: Don Mitchell (l), pres., Sylvania Electric Products, Inc., and Chas. F. Kettering, GM scientist. Said Kettering: "Sometimes it takes more talent to sell ourselves out of a rut than to sell an entirely new idea."

SELLING'S FORGOTTEN MAN: He's Middle Management. Zenn Kaufman, merch. dir., Philip Morris & Co., Ltd., shows how that company brought home to district managers the fact that their respective geographical territories are, in fact, their own businesses. Each district manager was presented with his own portion (which bears his name) of a U. S. map, was invited to return it to the home office for re-assembly when he had met his quota.



APPLIANCES, GLASS, MEAT: (l to r) Harry Canup, s. m. Hales Mullaly Co., Oklahoma City, pres., Oklahoma City club, with R. J. Jones, mgr., Pittsburgh Plate Glass Co., Oklahoma City, and Harry West, plant s. m., Swift & Co., Cleveland, pres., Cleveland Sales Executives Club.

THE BELL IS THE PAY-OFF: (r) J. M. Wilson, v. p. in chg. of sales, National Cash Register Co.



GRACE NOTES BY FRUIT DISPATCH:
(l) She's Chiquita Banana, and she's come to help Russell T. Partridge, adv. & sales prom. mgr., Fruit Dispatch Co., tell the story of a successful product promotion plan. Her name, of course, is Patti Clayton. She's serenading R. Chris Murray (l), Ryan Motor Co., Ft. Worth, and L. J. Warren, g. s. m., Murphy Products Co., Burlington, Wis.

HOST & SPEAKER: (Below) Eugene S. Thomas (l), s. m., Bamberger Broadcasting Service, Inc., and pres., Sales Executives Club of New York, with Leo Cherne, ex. sec., Research Institute of America, who made a forecast of business conditions in 1949 and 1950.

Camera Report on the N. F. S. E.

(More pictures on pages 52, 53, 57)



SMILIN' BOB: (Below) Robert A. Whitney, pres., N. F. S. E.



LIGHT CONVERSATION: Stuart M. Philpott, s. m., Northgrave Ltd., Toronto, (l) with Hal W. Johnston, (center) ex. v-p., Stecher-Traung Lithograph Corp., Rochester, and director-at-large of NFSE, and Gerald C. Denebrink, v-p. for sales, Bigelow-Sanford Carpet Co., New York.



SEVENTH INNING: (Below) (l) SM's camera man catches two of the speakers on their way to the head table. They're James C. Olson, partner, Booz, Allen & Hamilton (l) and John C. Sterling, (r) publisher, "This Week," and dir., Advertising Council. On the right: Frank W. Lovejoy, Socony-Vacuum Oil Co., and ex-pres., Sales Executives Club of New York with W. V. Ballew, Smoke Ballew and Associates, Dallas, ex-pres., NFSE.



YOU ALREADY KNOW . . . that this could be none other than Vernon E. (Sam) Vining, a man who is invariably remembered for a famous speech in which he demonstrated electric irons and fried eggs on the stage.



MINNESOTA MUGGERS: (r) Phil S. Nightingale (l), v-p & gen. mgr., Kemps Ice Cream Co., Minneapolis, and pres., Minneapolis Assn. of Sales Managers, with Roy H. Warnee, mgr., sales prom. div., Minneapolis-Honeywell Regulator Co., and regional director, NFSE.



Necco
Chesterfield
KNOX
GELATINE
Upjohn



SWAN

"JUNKET"
TRADE-MARK
FOOD PRODUCTS

Alka-Seltzer

Magic Chef

Sunshine

Hi Ho

Rheingold
EXTRA DRY
Lager Beer

Cuticura
OINTMENT

KOOL *Skrip*



FORBES
LITHOGRAPH CO.

BOSTON • NEW YORK • CHICAGO • CLEVELAND • ROCHESTER, N. Y.



DU PONT
REG. U. S. PAT. OFF.

CHAMPION
SPARK PLUGS

Lederle

BREAKFAST GUESTS: (r) Paul Heyne-
man, San Francisco (l), with J. C. Asp-
ley, pres., Dartnell Corp., Chicago and
ex-pres., the NFSE; and Boyd H. Gib-
bons, Jr., Ford dealer of Los Angeles.



CLUB LEADERS: (Above) Whitfield Case, (l) Trenton Box Lunch Co. and pres., Trenton club; Eben B. Haskell, com. & ind. mgr., United Illuminating Co., New Haven, and pres., New Haven club; Albert E. Ritchie, g. s. m., Wildroot Co., Buffalo, and pres., Buffalo club.



Camera Report on the N. F. S. E.

(More pictures on pages 52-55.)

MORE HELMSMEN: (l, center) R. S. Bohannon, (l), mgr., Pittsburgh Plate Glass Co., Birmingham, and pres., Birmingham club; Wm. R. Moore (c) v-p., Norton Co., Worcester, and pres., Worcester club; Ed. J. Ryan (r), dir. of sales, Country Club Soda Co., Springfield, and pres., Springfield club.

(l, below) Howard A. Schumacher, v-p., Grafex, Inc., Rochester, and pres., Rochester club; J. Bob Roberts, mgr., ProFlow Div., Traders Oil Mill Co., Ft. Worth, and pres., Ft. Worth club; G. T. Morrow, (r) v-p., Curtis Lighting, Inc., Chicago, and pres., Chicago club.



PARDON OUR INTRUSION. . . . on a private conversation between Walter J. Daily (l), mgr., Vacuum Cleaner Div., Lewyt Corp., Brooklyn, and Donald E. West, dir. of market research, McCall Corp., New York.

Action Report from N.F.S.E.

(Continued from page 50)

First prize in the National "Selling as a Career" Essay Contest went to Don A. Maccubbin (see page 63 for complete essay), 15-year old Baltimore school boy. A check for \$1,000, donated by Charles Luckman, president, Lever Brothers Co., Cambridge, Mass., was presented to Don Maccubbin by Mr. Motley. (In accepting the award, Don said he would do anything but make a speech.) Certificates were mailed to 13 other cash prize winners and 50 others for honorable mentions.

The first club to win the new Ray Bill Award for doing the most to further the post-graduate education of sales executives is the Worcester Sales Executives Club, Worcester, Mass. The award, a lectern, was accepted (see photo page 50) on behalf of the club by its president, William R. Moore, vice-president in charge of national accounts, Norton Company.

The SALES MANAGEMENT Cup, presented to the club doing the most for salesmen, was won by the Los Angeles Sales Executives Club. It was accepted (see photo page 50) by George H. Harger, vice-president and general manager, Greene-Haldeman, Los Angeles, retiring president of the club.

The convention adopted six resolutions presented by the Resolutions Committee, which consists of past presidents of NFSE. Ray Bill, committee chairman, pointed out that resolutions, by long custom, are developed out of the actual convention program.

Resolution No. 1 praised the work of sales executives clubs sponsoring courses in selling in schools and called upon all clubs within the next 12 months to back such courses in their areas.

Resolution No. 2 set this goal of NFSE clubs: Conduct and participate in new educational and incentive programs to honor star salesmen of individual companies each year at both the local and national level.

Resolution No. 3 called upon all clubs in the next year to conduct an essay contest on "Selling as a Career."

Resolution No. 4 pointed to the need for NFSE clubs and individual members to sell job satisfaction to all types of workers.

Resolution No. 5 asked members to join with the Association of National Advertisers, the American As-

sociation of Advertising Agencies, and the Advertising Council in their program to help the American people better understand American free competitive enterprise.

Resolution No. 6 called upon NFSE members to foster international trade, and at the same time proclaimed NFSE's opposition to price, ration, production or other controls at the local, state or national level, "except to the degree that they may in the future be made necessary by the immediate threat of or the actuality of war."

Other officials elected by NFSE are:

Directors at Large: Hal. W. Johnston, executive vice-president, Stecher-Traung Lithograph Corp., Rochester; C. Scott Fletcher, president, Encyclopaedia Britannica Films, Inc., Chicago; G. J. Ticoulat, manager of sales, Crown Wilamette Paper Co., San Francisco; and Dan Hudson, president, Family Reserve Insurance Co., Birmingham.

Past Chairman Directors: A. T. Danielson, vice-president, Barker Bros., Los Angeles; and Gene Flack, director of advertising and sales counsel, Sunshine Biscuits, Inc., Long Island City, N. Y.

Vice-Chairman for Canada: Roydon M. Barbour, manager, *Saturday Night Press*, Toronto.

Regional Directors: Eastern, Ray T. Crowell, president, Rowe Paint & Var-

nish Co., Niagara Falls, N. Y.; Southern, Stan W. Alford, division manager, Iron Fireman Co., Atlanta; Southwestern, Dwight Thomas, executive vice-president, Gulf Brewing Co., Houston; Western, Boyd H. Gibbons, Jr., Boyd H. Gibbons Co., Los Angeles; Northwestern, Charles K. Wiggins, executive vice-president, Kirsten Pipe Co., Seattle; and Mid-Western, Roy Warnee, sales promotion manager, Minneapolis-Honeywell Regulator Co., Minneapolis.

District Directors: Herbert B. Carkin, president, Standish-Barnes Co., Providence; Frank P. Connolly, vice-president and general sales manager, Valentine & Co., New York City; Wilbur A. Bean, secretary-treasurer, Equitable Credit Corp., Albany; Victor A. Noel, general sales manager, Ritter Co., Inc., Rochester.

J. Neil Adam, The Hoover Co., Philadelphia; Stephen A. Douglas, director of sales promotion, The Kroger Co., Cincinnati; George McCormick, Engineered Products Co., Detroit; Elmer R. Krueger, president, Paper Art Co., Indianapolis; Harold Hirth, sales manager, Frankfurth Hardware Co., Milwaukee; Emmett Salisbury, sales manager, The Salisbury Co., Minneapolis; George L. Smith, general sales and advertising manager, Southern Dairies, Inc., Washington, D. C.

T. N. Asbury, Jr., general sales manager, Wofford Oil Co. of Georgia, Atlanta; Tallie L. Gardner, Carter Dry Goods Co., Louisville; T. M. Salisburg, partner, Gregory-Salisburg & Co., Jackson, Miss.; R. J. Jones, district manager, Pittsburgh Plate Glass Co., Oakland City, Okla.; Dan Kamphausen, Osmose Wood Preserving Co. of America, Inc., Denver; L. S. Connick, district manager, Owens-Illinois Glass Co., San Francisco; and Don Sloan, president, Sloan & Wilcox Investment Co., Portland, Ore.

"Quotable Quotes" from N.F.S.E.

From "What You Should Expect in 1948-1949"

By Leo M. Cherne, Executive Secretary, Research Institute of America

The most important selling job today is to sell the American way of life.

We have two to three years when the economic boiler will go ahead full steam. It is a period in which to look ahead and prepare for the future. So far, very little has been done which will eliminate the hazard of unemployment, widespread suffering and the sharp rise and fall of prices.

The key to tomorrow is in what we do or do not spend for military appropriations. The present Congress has involved the United States in military rehabilitation. What isn't

understood is the cost of this action which by the middle of 1949 will find us spending more than was spent on welfare groups during the period 1933-1937. Foreign relief spending will be a pygmy by comparison.

The next three years will be the easy period for free enterprise; opportunities for employment will be good, wages high and community benefits rich. This is the interval to improve our sales techniques, to prepare for our problems of tomorrow and to sell the American way of life.

**From "Top Management Redis-
covers Sales"**

**By Don Mitchell, President, Syl-
vania Electric Corp.**

Sales managers of this country have the responsibility of finding the answer to the big problem facing all

Want to take the miss out of hit-and-miss advertising?

You'll find the controls for making advertising more profitable right where you find your sales controls—in careful sales analysis

Today some sales executives are finding ways to use sales analysis not only in directing their salesmen, jobbers, and dealers, but also as a means of getting better results from the *mechanical* tools of selling—advertising in all its forms (booklets, magazine ads, direct mail, radio, or any other mechanical means of transmitting ideas or information).

How?

By working with their advertising men to dig out the answers to questions like these:

1. Who are *all* the specifying and buying influences, including those people your salesmen normally *don't* reach? Do you *know* them all?
2. What are the viewpoints, prejudices, and confusions that cloak your product in the eyes of your customers and prospects? Do you know—for sure—what they think and *why* they think it—product by product and market by market?
3. What can you say that will help to improve those viewpoints and reduce prejudices and confusions that obstruct low-cost selling? And how often shall you say it to get results?
4. What tools will you use for saying most effectively what needs to be said: booklets, magazines, direct mail, or what other mechanical means of transmitting ideas or information?

Sound like a lot of work? Sure. So's running a sales department! But, with a reasonable amount of customer and prospect analysis, you can reduce the *guesswork* in your adver-

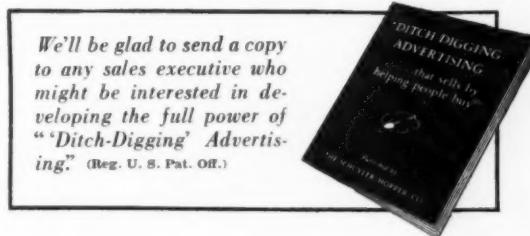
tising enough to decrease the waste and multiply its effectiveness.

"Ditch-Digging" takes the miss out of "hit-and-miss" advertising

There's an advertising procedure that reduces waste by first finding out *what prospects already know, what they don't know, what they must know before they'll take the right step toward a purchase*. It produces what we call "Ditch-Digging" Advertising That Sells by Helping People Buy."

You might get an idea or two of how you can gear your advertising for more hits and fewer misses from a little 20-page booklet we've put together called, "Ditch-Digging" Advertising That Sells by Helping People Buy." It explains some of the principles and procedures that can help sales executives use advertising to accomplish one or all of these three objectives:

1. To build more sales volume at lower unit sales costs.
2. To maintain a sales position, yet reduce unit sales costs.
3. To improve customer and prospect relations as a sound basis for future business.



THE SCHUYLER HOPPER CO.

"Advertising that sells by helping people buy"

12 EAST 41st STREET, NEW YORK 17, N.Y. • LEXINGTON 2-1790

industry—how to keep 60,000,000 people gainfully employed.

Sales should be so close to customer needs and preferences and so fortified with knowledge of market potentials that it can assure production well in advance what the volume will be.

Aside from the general understanding that a favorable public opinion is good for sales and a poor opinion is bad, it may be difficult for some sales managers to understand how they are affected. This is where public relations is an important factor.

Let the salesman look after the individual customer but let sales management look after the big body of customers, keeping intact the integrity of the company's relationship with them. This is the responsibility that management expects and demands of sales.



ELMO ROPER: "I think it's about time we woke up to the realization that we can't rally the people of the world to our democratic cause by promising them just bread."

From "America's Best Export"

By Elmo Roper, Marketing Consultant and Public Opinion Analyst

Despite the fact that savings are decreasing, there is still a fair amount of wealth which people have accumulated. Earnings continue high and hope for the immediate future continues high. Rearmament will keep a good many people busy. Fulfilling our obligations under the Marshall Plan, if Mr. Taber and others let us fulfill them, will keep a good many more busy. I see no signs of an early depression. True, some of the luxury businesses are having an increasingly tough time. True, more and more products will pass from the sellers' field into the buyers' field. True, there will have to be more value for the dollar built into many more lines. True, American management and labor must find ways to increase production per man hour now that the biggest customer for American Business is not the American war ma-

chine. But an early depression, in the sense that we know depressions—no, I can't forecast that.

But tangible things are not all the U. S. has for sale today. We have an idea for sale. That idea is that there is an essential dignity in mankind. That the state exists for man—not for the state. That man was meant to be free.

We believe all those things. But unless we can convince a good part of this earth's two billion people of those same principles, we shall never have permanent peace in the world. Without it you won't need facts and forecasts to guide the sales executive. Without it no one will need marketing consultants.

From "The U. N. and What It Means to the Business Man"

By Louis Dolivet, Editor, United Nations World; Special Advisor to the United Nations

There are new optimistic prospects regarding the investment in Europe and great parts of Asia for the first time since 1939. The political crisis has reached a near standstill. Production capacity is up 14% during 1948 alone.

The United Nations is functioning as a gigantic political machine of mankind. It is here to stay. It would be absurd to make predictions about its end. I hope for peace. If the Russians go further they will have the majority of mankind working against them. This realization tops the prospect of war . . . so near two months ago.

One weakness is that of all employees and diplomats in the U. N., there are too few businessmen. This is so only because it hasn't been discovered how they can best be useful. But it's important to realize their need, for businessmen would find practical solutions.

At the general assembly in Paris this year, there will be the making of history of mankind. The whole concept for war will again be brought up. After the Assembly there will probably be a security system. Peace and prosperity will increase. There will be a new great hope and a great dream of a better mankind.

From "Selling Peace Through World Trade"

By Hon. James A. Farley, Chairman of the Board, Coca-Cola Export Co.

If the American economy is to thrive we need a larger export business than ever before. We need this trade because, in many respects, the

United States is changing from a have nation to a have not nation. We need world trade for economic reasons. But we also need world trade for a far bigger reason . . . a moral reason.

The most important single economic, political and moral fact in the world today is Russia and Russian communism. Now, some of our Russian friends might contend that trade is the cause of wars. I deny that categorically. Wars are not caused by trade. Trade leads to an intermingling, interdependence and understanding between peoples.

It is thus up to all of us who are engaged in the art of selling, to sell to the outside world—to promote world trade—continuously and as fully as we know how. The introduction of American products to our neighbors is as worthy a cause as any to which a salesman has ever dedicated himself. For where American products go, understanding of what they stand for will not be very far behind.



THOMAS WATSON: Honorary Chairman for the meeting, he spoke briefly at the Friday luncheon.

From "Selling America at Home and Abroad"

By Eric Johnston, President, Motion Picture Association

The great issue before the world is to adjust the problems of our complicated modern society to the preservation of man's freedom and dignity. The role, therefore, of America is a simple one. We have had a large measure both of freedom and abundance here at home; can we extend the two as one and inseparable to others?"

There are four principal avenues to accomplish the great and broad purpose of adjusting freedom to a world beset by new aggressive forces:

We must help to industrialize the rest of the world—a task that is more for private business than for government.



Along the white painted fence, Iris, tulips, lilies, a variety of small shrubs brighten the yard and patio of Oliver Farm, Williamsburg, Ia. The archway later will have rambling roses and vines.



Lyle and Delilah Hohenstein, Blue Earth Co., Minn. won nat'l 4H outdoor improvement contest.

Backyard of Welborn farm, Nevada, Mo. . . . with flowers, dinner-bell, fireplace, lily pond.



Farm lawns . . .

have patios and pleasant terraces, Dutch ovens, barbecue spits, sunbathing solaria, lily ponds, vined archways, rambling roses, iris, tulips, gladiolus, larkspur, beautiful blooming annuals and perennials, flowering shrubs, decorative trees . . . landscaping for outdoor living.

Today's successful farmer does more than grow crops, market livestock . . . makes mechanization and increased leisure pay dividends in pleasure, a more enjoyable life, better yards, grounds and homes . . . spotlighted in these pictures from **SUCCESSFUL FARMING** . . . which pioneered with the 4H Clubs in fostering outdoor improvements.

BEST class market in the U. S. is the nation's best farms in the 15 Heart States . . . missed by general magazines and networks . . . penetrated only by **SUCCESSFUL FARMING** . . . with more than 1,200,000 circulation among farmers with the best soil, best brains, average income ('47 without gov't payments) of \$9,890, \$4,000 above national farm average. To make advertising national, you need this market and medium. **SUCCESSFUL FARMING**, Des Moines, New York, Chicago, Detroit, Cleveland, Atlanta, San Francisco, Los Angeles.

SUCCESSFUL  **FARMING**



Mrs. Hartwig, Denison, Ia. keeps her lawn trim with an electric mower.

Mrs. Miller, Goshen, Ind. looks out of windows on landscaped grounds.



Evergreen landscaping and luxurious lawn at the Marlys Garners' of Scott County, Ia. make an attractive playground for the Garner children.



One-pony-power lawn mower is popular with boy and dad on Ia. farm, turns a chore to fun . . . and gives youngster good reason to have pet.

There must be closer economic integration between nations. There are already signs of this development in Europe today.

We must expand many times the use of scientific methods all around the world in industry and agriculture.

We must show the way toward a world of freer trade.

From "How to Conduct a Sales Meeting"

By Stephen A. Douglas, Director of Sales Promotion, The Kroger Co.

Countless times "Advertising" has been presented under a handicap because of indifferent planning of a Sales Meeting. A Sales Meeting is "SCIENTIFIC GROUP SELLING." Greatest mistake is long, tough Sales Meetings. . . .

Present the "Value" to the organization. Here are the rules: (1) Every man on the program needs to know the objective of the meeting and his part in accomplishment of the over-all sale "The Value." (2) Every man must be thoroughly rehearsed in advance and be fully acquainted with all parts of the program. (3) Every part of the program must be carefully timed to fit in its proper position in the over-all meeting time.

From "Cost Control—A New Sales Management Tool"

By James C. Olson, Partner, Booz, Allen & Hamilton, Management Consultants

Sales executives must know their costs and how to control them in order to find the most effective and economical way of doing their sales job and to arm themselves with scientific facts to support their sales budget requests.

In the past, top management has sought reduced costs primarily through the application of mass production techniques, including cost control, to manufacturing.

Today, in view of the inflexible nature of many manufacturing costs, executives must look for opportunities in the sales area to reduce unit prices. Current selling expenses in producing and processing companies alone are estimated at more than \$25 billion a year.

Knowledge and control of selling costs are likely to pay off when: (1) sales volume is large; (2) sales expense represents a substantial part of the sales dollar; (3) a large number of salesmen are employed, or (4) many customers or classes of customers are contacted.



L. R. Boulware: "Who is to blame for employee dissatisfaction? New Deal? Unions? Truman? Wallace? No—it's the fault of businessmen."

From "The Sales Route to Job Satisfaction"

By L. R. Boulware, Vice-President, General Electric Co.

The number one search in America today is for a thing called "job satisfaction." Still, we businessmen are failing to provide job satisfaction for our employes, and we have been failing for a long time.

It's the number one problem today and it will remain the number one problem for everyone for some time to come—or for such time as we have left.

Our nation and the world do need sales executives' professional guidance. There's a tremendous job—both an opportunity and an obligation—for everybody with their experience and proven talent. . . . by influencing all concerned to treat this problem just as any over-all marketing problem should be treated.

From "New Techniques in Sales Training"

By Jack Lacy, President, Lacy Sales Institute

A great and dangerous fallacy is current today in many places. It is



DEL PROUTY: He gave the presentation used by members of the Philadelphia Sales Executives Club to interest educators, students and civic groups in sales as a profession. See report in SM, June 1.

the fear that our present two hundred billion dollar economy is temporary and that we must be prepared for some kind of a slump at some time in the future. That kind of reasoning is not for salesmen. Those of us who know how to sell are on the threshold of a new world. We will soon live in a world of selling, the like of which nobody ever dreamed we would ever see. Not only can we hold our \$200 billion economy, but we can up it to \$300 billion and more.

Now that our influence is becoming widespread throughout the world we will raise the standards of living for the peoples of the rest of the world just as we raised ours. When they learn of our high living standards they will want the things that we have and they can get them in the same way that we got ours, by increasing the circulation of money and abolishing their large military expenditures and using their money instead to buy all the things which make America the greatest country in the world.

The business of salesmen is to keep money in circulation. If we have enough good salesmen we can keep our money in circulation, we can keep our economy climbing, generation after generation.

From "Seven Successful Steps for Overcoming Sales Resistance"

By Morris Pickus, President, The Personnel Institute

"Salesmen now win hundreds of arguments every day although they lose millions of dollars in sales. Few salesmen have been taught the fundamental principle of "how to win an argument—without arguing."

We spend millions of dollars to perfect machines, but we lose millions because of failure to train and improve our personnel, especially in the field of distribution. With competition getting keener every day, it is essential that industry make use of carefully prepared sales training programs to develop the selling potentials which are now neglected.

The average person uses only 30% of his actual capacity. This does not reflect laziness on the part of the individual, but is usually the result of inadequate supervision and leadership by his superiors. The 70% of unused latent ability represents a source of great potential wealth both to business and the individual, but will be wasted unless top management digs for it with proper personnel training tools.

Baltimore Lad Wins NFSE Essay Contest

Thousands of school children participated in the nation-wide competition in which a top prize of \$1,000 was donated by Charles Luckman, president, Lever Brothers Co., for best essay. Here's winner.

"SELLING AS A CAREER" by

Don A. MacCubbin: Every young person, at one time or another, must give serious thought to the occupation he wishes to make his career. When this consideration is in progress, he would do well to investigate the career of selling for there are few occupations which offer so many advantages, opportunities, and rewards as does selling.

As is true in many occupations, the demands upon a person are great, but the rewards for good salesmanship are many. One of the most alluring rewards for successful salesmanship is the ever-present opportunity for advancement and the accompanying financial return. The test of a successful business investment is the amount of return which is derived from the capital invested.

Selling offers a good return for the amount of time, money, and energy which has been put into the preparation for this career, as a successful salesman can realize more than "just a living" from his labors. A successful career as a salesman often leads to positions of greater responsibility, such as sales managers and corporation executives, indispensable in the formation of company policies. However, these many fine rewards and opportunities compensate for the inconveniences a salesman must suffer, such as being away from home for long periods of time and poor accommodations in small cities and towns.

Along with the financial returns derived from this career, goes a factor which is most imperative in any occupation—that of personal satisfaction. The salesman is a person whose position affords many interesting opportunities for observing the effect of his endeavors. The importance of his job must be constantly before him when he realizes that increased and maintained employment for many in-

dividuals is directly dependent upon the volume of his sales, and that the success of his company will be due in large measure to the impression which he makes upon prospective customers. Perhaps it is something along this line which Thomas Edison meant when he said, "The salesmen of the country can do more than anyone else to keep the wheels of industry turning at full speed." Selling demands the application of psychology and the principles of good personal and public relations which are decidedly challenging to the ambitious salesman. The sense of personal satisfaction of a salesman must be indeed gratifying when he has been successful in changing a "tough prospect" into a "regular customer."

Privilege: Service

Opportunities to excel in leadership and service are also privileges which salesmen may enjoy, and perhaps equally important is the opportunity to make many lifelong friends. The salesman, if he is to be successful, should make himself an authority on the product he has to sell. Such an authority, when recognized by the public as such, becomes the leader in the development of uses for his product and can influence retailers in the art of merchandising and consumers in requesting what he has to sell. When he gets to the point of offering to his customer and consumer more than the contract calls for, he is offering good service to all concerned—the manufacturer, the distributor, the retailer, and the consumer. Thus good salesmanship may expand a salesman's career to a point where it involves other important branches of business. The career of salesmen offers great rewards along these lines to the man who is willing to fight his way through to a position of influence and importance



Arthur H. "Red" Motley presents \$1,000 to 15-year-old Don A. MacCubbin of Baltimore, Md.

which is possible in this field.

In addition to the financial and personal rewards and the personal satisfaction obtained from selling, there is a fourth return which must not be overlooked. This is the one which may be called personal growth. It is inconceivable that a person of intelligence should be satisfied with a position which would offer no opportunity for the acquisition of knowledge or which would fail to stimulate his mental growth.

The modern tendency of business to train its personnel through the medium of classes conducted for that purpose and the issuance of trade bulletins, catalogues, and magazines, offers ample opportunity for the ambitious salesman to obtain up-to-the-minute information on all factors affecting his position. Contacts with customers and other persons he may meet in his travels always offer a ripe field for discussion and the exchange of views on local, national, and international problems. Local customs and needs, differences in laws of various states, geographical features of various communities, foods which are common to some particular area, and other similar items give ample opportunities for the interested person to obtain a broad view of this world of ours. The culture which comes with travel can be nowhere more perfectly exemplified than in a wide-awake salesman.

Selling as a career, therefore, to a person with ambition to succeed, willingness to serve, and ability to lead, offers financial reward and opportunity for advancement, a sense of personal satisfaction in a job well done, opportunity to excel in leadership and service, and many means of growing culturally and mentally. It is, indeed, one avenue of endeavor which should be seriously explored by young people in searching for their life work.

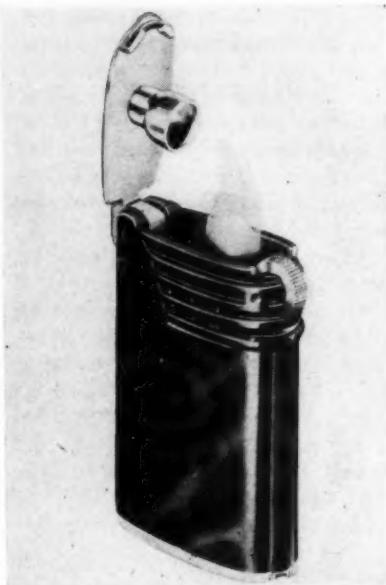
Designing to Sell



'49 FORD: Inside and out, designers had a free hand in revamping the first new car brought out by Henry Ford II. Ford invested more than \$37,400,000 in tools, dies, jigs and fixtures in bid for No. 1 sales spot.



ADDING - FIGURING MACHINE: Latest Underwood Sunstrand model is finished in a two tone gray and black combination. A special feature is an improved paper tear-off knife.



RAMA SPIN: A new lighter designed by Ram Lighters, Inc. has twin sealing cups, airfoil windshield; is sturdily constructed.



POCKET-PACK CARTON: Kleenex tissues now may be purchased in a pocket or purse size package. The new box in red and blue, provides an attractive self-service consumer display.



PLASTIC SADDLE: Made of high-gloss Vinylite tough sheeting in a variety of colors, it is unaffected by water, alcohol or oils. It will neither crack nor warp. Made by Saddle Plastics, Inc.



"I'm too old **NOT** to fly!"



2. "Flying my Cessna is easy. I find it relaxing . . . invigorating . . . as simple as driving a car! With Cessna's full-range flaps—I float in to short-field landings easily, safely. And Cessna's Patented Safety Landing Gear smooths out the roughest runways.

1. "No more sleeper hops—no more bucking traffic—for yours truly! After thirty years on the road, I've found the easy way to cover my territory . . . in my own Cessna 140! It's a real cross-country plane—with all-metal structure and a luxurious cabin.



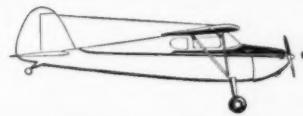
3. "I travel farther—make more money—yet spend more time at home! My Cessna's cruising speed of over 105 m. p. h. and 450-mile range get me there and back in a hurry. And if it takes ten minutes extra to close a sale—what of it—I make my own schedules!"



See the New 140 . . . powered by a C-90 Continental Engine which develops more horsepower at less RPMs for faster take-off and climb, substantially greater cruising speed, far quieter operation.

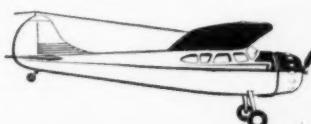


**ONLY CESSNA OFFERS
A COMPLETE LINE OF
PERSONAL PLANES**



CESSNA 170

The low-cost, 4-place "Family Car of the Air." Easy to fly—economical to operate—plenty of room for the whole family (4 adults) plus luggage. Never before has such room, speed, comfort and utility been offered at anywhere near the same price. All-metal structure. 145 H. P. Continental Engine—over 120 m. p. h. cruising speed—500-mile range! See it!



CESSNA 190-195

Practical 4-5 place personal or company airliners. All metal—airline-type engines—Hamilton Standard Constant Speed Propellers—every safety and comfort feature. Yet surprisingly economical to own and operate. You get about 12 miles per gallon of gas! The 190 has a 240 H. P. Continental Engine and cruises at well over 160 m. p. h. The 195 has a 300 H. P. Jacobs Engine and cruises at over 165 m. p. h. Both have ranges of over 700 miles.

See Your Cessna Dealer

MAIL THIS COUPON

Cessna Aircraft Co., Dept. SM, Wichita, Kansas.
Please send free literature giving complete description of the Cessna 170 (); Cessna 120, 140 (); Cessna 190, 195 (); literature for model builders ().

Name
Street No.
City. County.
State. Phone No.

Sylvania's Heart-to-Heart Talks With Salesmen About Policies

BY WILLIAM R. LOCKRIDGE

Sales Controller, Lamp Division, Sylvania Electric Products Inc.

Do you hand down your policy decisions from on high without explanations, or do you win confidence of salesmen by defining your sales policies so they will understand them, state reasons for policies, and show how policies are made?

"Effective immediately, we are discontinuing the sale of Super Widget #303. No further orders will be accepted. Orders on hand will be filled in the order received until existing stock is exhausted.—Bill Salesmanager."

Joe Salesman receives this terse announcement from his Home Office in the morning mail—and mutters an oath! For three months Joe has been working on an order for 4,000 #303s. In fact, he has a date with the purchasing agent of Superior Products for next Monday and is

sure he could get the order at that time. It would bring him over his quota and into the bonus money.

Why did they do this to him? What can he tell the purchasing agent to "save face" after pushing so hard for this order? Wasn't the item profitable? Is the company bringing out something better? Have they found that #302 will do the same job as #303, if properly applied?

It is hard for the man in the field to visualize what considerations and decisions are behind the formation of

a policy by the company management. He sees merely the end result—the announcement of the policy after it is formulated. While management usually devotes a great deal of thought and effort to promote policies with the trade, it often falls down miserably in "selling" them to the men in the field.

Do your salesmen know who participates in deciding a sales policy at the Home Office? Has anyone ever bothered to explain to them the considerations involved? Or are they allowed to assume that ideas are "dreamed up" by some swivel chair executive and issued to them as an ultimatum?

How Policy Is Made

The formation of any company policy, and a sales policy in particular, is not the result of an arbitrary decision by any one individual—that is, if it is handled properly. Take, for example, adding a new product to the line:

Joe Salesman has a customer who wants a product that is not made by his company. Joe forwards the request to his sales manager for consideration. Weeks pass—sometimes months. He wonders what is happening. Aren't those guys interested in new business? He has already "stalled" the customer several times by telling him his request is "receiving consideration." But he can't go on doing that much longer. . . .

Meantime, at the home office, what is happening? The procedure may differ, depending upon the organization. Fundamentally, however, the new item gets the "once over" from many angles. Engineers are consulted to ascertain if they can develop it for production. Factory management is consulted to see if there is equipment and capacity to handle it. The cost department prepares figures to show what it will cost to produce. Market research obtains information on competitive items and prices and perhaps makes a test check on general customer acceptance. The credit department looks up the prospective customer for reliability.

Management gets into the picture to study what additional investment



"Sure, we're using Vogue, Harper's Bazaar, Ladies' Home; But you've got to merchandise our night cream during the day!"



The San Francisco Bay Area with registrations topping 650,000 cars is a prime automotive market . . . with a prime medium, The Chronicle!

The Chronicle for years has been the Coast's prime automotive advocate . . . pioneered for better roads . . . got effective action on more San Francisco bridges, express highways, underground parking downtown, has constantly campaigned for safer driving, reduction of traffic violations . . . fostered more car use by more families for enjoyment of Northern California's beaches, mountains, deserts.

Home owned and home edited, The Chronicle is close-meshed with native mores and buying habits. A generous content of local happenings and widest coverage of the most significant foreign news makes it indispensable to the well informed. The woman's section picturing the most intriguing styles for the world's best dressed women intrigues the woman reader. Sports, features, and comics broaden the audience—make it profitably productive in all new car price ranges, for tires, tubes, gasoline, accessories.

Of course The Chronicle sells other things than automobiles! It carries the heaviest load of the major San Francisco department stores, tops the list of the smartest specialty shops, leads in books as well as bonds. It will sell anything better—including Simca-Fiat! Any SFW man will be glad to tell you why!



Buick, Cadillac, Chevrolet, Chrysler, DeSoto, Dodge, Ford, Frazer, General Motors, Hudson, Kaiser-Frazer, Oldsmobile, Lincoln-Mercury, Mercury, Packard, Playboy, Plymouth, Nash, Pontiac, Studebaker, Tucker, Willys Jeep . . . excluding supplement lineage, in 1947 gave The San Francisco Chronicle 246,361 lines of new passenger car advertising—more than any other SF newspaper. The only new passenger car advertised—and not in The Chronicle—was the Simca-Fiat!

What do you suppose happened to Simca-Fiat? . . . we wondered—and then found out! The manufacturer is in France. And the distributor in San Francisco was new. If they knew what Detroit manufacturers know about advertising in SF, the score of The Chronicle last year would have been 100% on new car copy! . . . There are also some manufacturers uninformed about The Chronicle, but without the excuse of Simca-Fiat!

San Francisco **Chronicle**

SAWYER, FERGUSON, WALKER CO., *National Representatives*,
New York, Chicago, Detroit, Atlanta, San Francisco, Los Angeles

MEN WHO ARE MAKING HOUSTON GREAT



Meet BERNARD SAKOWITZ

As Executive Vice President of Sakowitz Bros., one of Houston's oldest and most exclusive fashion stores for men and women, Mr. Sakowitz is an important figure down our way. He has been buying most of his space from The Chronicle for years, a tangible that pleases us; but his personal opinion of our paper pleases us still more:

"The Chronicle is far and away the best advertising medium in Harris County," he says, "but it means even more than that to me and my associates. We feel The Chronicle has been our partner, over the years, and has made a major contribution to our store's success."

Thank you, sir. Many local advertisers in Harris County feel as you do. And of course smart national advertisers realize the paper that pulls best locally will pull the best for them. (The Chronicle is way out front in home-delivered circulation, total circulation and advertising.)

There's plenty of pay-dirt still waiting down this way—with Harris County's retail sales and buying income leading every other trade area in the entire South!

The Houston Chronicle LARGEST CIRCULATION IN TEXAS

R. W. McCARTHY
Advertising Director

THE BRANHAM COMPANY
National Representatives

FIRST IN HOUSTON IN CIRCULATION AND ADVERTISING FOR 35 CONSECUTIVE YEARS

may be required for new equipment, to carry inventory, and to consider the general effect of the new item on the rest of the business. A price is determined, submitted to management for approval from the profit angle and to the sales department for approval from the competitive angle. Finally, after all these points are cleared, the item is given official approval and is released to Joe for quotation to his customer.

But does Joe know all this? Generally not! All he knows is that after an unreasonable length of time he is given a price and terms—or is told that the company does not want the business. Can you blame him if he feels the decision is arbitrary or out of line?

Define Policies Clearly

There are numerous ways to combat this problem and acquire the confidence of salesmen in the company's policies. First, of course, it is necessary to define sales policies clearly so that the men will understand them. Second, give them some of the reasons for these policies. Third, show them what goes on behind the scenes so that they will know how a policy is formulated.

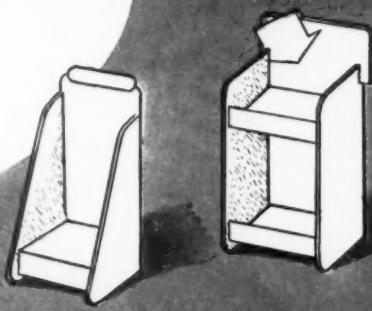
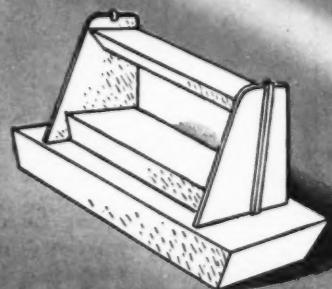
In the Sylvania Lighting Products Division we handle a variety of products—incandescent and fluorescent lamps, wiring devices, and fixtures. These are sold to many classes of accounts — wholesalers, dealers, chains, utilities, Government, and others. Propositions vary for each class of account and are complicated in their terms.

To help our salesmen steer their course through this maze, we have a confidential Sales Policy Manual. This is the Bible of the sales force. It is prefaced by a brief statement as to *why* we have uniform policies. Next is a summary of some of our general policies with *reasons* for their existence. Then follows specific terms and conditions of sales applying to each class of account for each different product.

From time to time our merchandising department issues bulletins to the field force announcing new policies or changes in existing policies. In every case we endeavor to include in the announcement a brief explanation of the reasons behind it, such as "to meet competition," "to reduce cost," "because the item has not been selling satisfactorily," or because it may "promote the sale of related products."

Policies thus explained are received more favorably than if bluntly announced without comment. The

One Call for All



A new and different service by River
Raisin . . . as convenient as your telephone
. . . a complete organization skilled in
the creation and production of promotional
and merchandising point of sale counter
and window displays . . . from the basic idea to
the finished display . . . *One Call for All.*

RIVER RAISIN PAPER COMPANY, DISPLAY DIVISION
Monroe, Michigan

RIVER RAISIN PAPER COMPANY • CORRUGATED AND SOLID FIBRE SHIPPING CONTAINERS
PACKING MATERIALS • FIBRE BOARDS • CORRUGATING STRAW • SILICATE OF SODA

man in the field is only human. He likes to feel that he is part of the "team." He wants to be "in" on the reasons behind the policies which control his operations.

We also make a point at each of our national sales conventions to tell our men a little about the procedures for approving a sales policy at the Home Office. We do the same for new sales trainees and for salesmen who are taking our Refresher Course. We highlight this instruction by showing specific examples of what happens when a salesman takes it

upon himself to place his judgment above that of the management to violate a policy.

By showing our salesmen how sales policies are formulated and giving them good reasons for each policy as it is issued, we have inspired their confidence in our management. This has lifted the general morale of the field. They now recognize that while in a particular case a certain policy may seem a hardship to them individually, it is undoubtedly for the best interest of the company as a whole.

We like to treat our men, not as mere order takers, but as partners in the business. We always welcome their suggestions or constructive criticism. Often a sales policy has its inception right in the field by the men who are ultimately to carry it out.

Salesmen will observe policies either through voluntary cooperation or by threat of discipline. We prefer to seek cooperation. But, to be effective, this approach requires that the men be well informed. They must be made to feel that they are as much a part of the organization as the fellows in the home office.

"Sell" your policies to your salesmen. Show them *why* certain policy decisions have to be made. Make them realize that their security does not depend so much upon an individual sale as upon a soundly run business. This approach will give them more confidence in the decisions of your management and will obtain better cooperation in observing the rules.

Industrial Workers in Lawrence, Mass. average \$52.21 weekly*

And that's only part of the Effective Buying Power of Lawrence, which is placed by the current Sales Management Buying Power Survey at \$129,-144,000.00—an increase of 30% over last year.

Recent pay raises to Lawrence woolen and worsted workers total \$8,500,-000.00, further stimulating buying power this year.

* Commonwealth of Massachusetts Department of Labor and Industry statistics, issued April 27, 1948.

The Lawrence Daily Eagle is the ONLY morning newspaper in Essex County, Massachusetts. The Evening Tribune has the LARGEST circulation in Essex County. ABC more than 36,000.

The EAGLE-TRIBUNE
LAWRENCE, MASSACHUSETTS
(CAPITAL OF WORSTED TEXTILE INDUSTRY IN AMERICA)
WARD - GRIFFITH CO Inc - NATIONAL REPRESENTATIVES



USE LABELING: Instructions for use and the warranty now are a permanent part of the Model 190 Automatic Dryer produced by Blackstone Corp., Jamestown, N. Y. There are no more loose tags to be read once, put away and forgotten until you need the information—and can't find it. Blackstone instructions are on the inside of the door, concealed when not desired.

for HUNT CLUB dog meal, too...



BOOTH Michigan NEWSPAPERS are the keystone to coverage of Michigan

NOPE. Michigan dogs aren't any more literate than any other dogs we know of. Shucks, we doubt if any Michigan dogs can even talk! But their owners read . . . and talk . . . and buy! And how!

What they read chiefly, are the Booth Michigan Newspapers. What they talk about, when they're talking "good buys," are the products advertised in Booth Michigan Newspapers.

If you want your product or service talked about . . . and bought . . . by Michiganders, you'll do well to go into all eight Booth Michigan Newspapers. Statistically speaking, that means your product advertising is welcomed into 377,598 homes!

For specific information on Booth Michigan Markets,
call or phone:

The John E. Lutz Co., 435 N. Michigan Ave., Chicago 11

Dan A. Carroll, 110 East 42nd St., New York City 17



There is no doubt in our minds that the Booth Michigan Newspapers represent the key-stone to coverage of the State of Michigan. This is evidenced by our continued use of the entire group of papers.

Cordially yours,
COMSTOCK, DUFFES & COMPANY

T. Sloane Palmer
T. Sloane Palmer

TSP:man
Enclosure

Advertising Agency:
Comstock, Duffes and Company

BOOTH Michigan NEWSPAPERS

GRAND RAPIDS PRESS • FLINT JOURNAL • KALAMAZOO GAZETTE • SAGINAW NEWS
JACKSON CITIZEN PATRIOT • MUSKEGON CHRONICLE • BAY CITY TIMES • ANN ARBOR NEWS

A Recap on 44th Convention of Advertising Federation of America

Speakers call for greater use of advertising as a force to fight communism—Consider role of television as advertising medium—Report AFA membership of 18,000—and pick Mrs. E. B. Myers as "Advertising Woman of Year."

Communistic propaganda and the slack and inexpert efforts of Americans to defeat it with advertising and other "peaceful weapons" of information were highlighted at the 44th annual convention of Advertising Federation of America in Cincinnati June 13-16. Speaker after speaker warned of our peril, of the burning need for more American economic education of employes by business and deplored the complacency of many top managements toward the situation. (The week before the convention president of two great Cincinnati companies that are big advertisers told an SM editor they were "not interested in that stuff.")

During the convention the Federation reviewed a year of healthy growth, advanced its work in advertising education and public service, studied various special uses and techniques of advertising, chose as its new chairman George S. McMillan, secretary of Bristol-Myers Co., re-employed Elon G. Borton as president and general manager and selected

Houston, Tex. for its 1949 meeting.

No matter how much we err in our "Voice" and other efforts to show the world we are not imperialistic, we are definitely making some progress and "must see it through" thinks William B. Benton, former Assistant Secretary of State. The power of ideas and not armament can win the peace. It can defeat unscrupulous but highly effective propaganda of Russia's Communist party whose methods we must not adopt.

Said he sharply to the conventioners: "Most advertising men have an urge toward public service. I hope you will obey that impulse. There are few groups more competent to awaken the U. S. to its world responsibilities and opportunities in the field of ideas. If you will not, who will? The peace and freedom of the world may depend upon your efforts."

AFA clubs and members were asked by Thomas D'Arcy Brophy, wheelhorse in the American Heritage movement to spearhead local campaigns of public service advertising to

educate more Americans in our freedoms and our opportunities "at this perilous time in our nation's life." He declared there is "a great gulf in this country between labor and management because there is so little common understanding of objectives and purposes—little mutual good will." Far too few employers are using the material available to tell their people the economic facts they should know—and far too few are even willing to do it. Communistic propaganda against business is filling minds that should be filled by business itself.

"I have just come from Germany," began Grove Patterson, editor of the *Toledo Blade*. "I am more of a realist than I was when I went over. We are not likely to get into a shooting war with Russia but the non-shooting war will continue for years without a satisfactory peace. We have to convince Russia of our striking power. It's the only way to stop Russia's plan to spread Communism over the whole world. When she finally limits her Communism to herself and the countries she now controls, then the two worlds—the free and the Communistic—can, I think, live together. But it will be an armed truce."

Stop Inflation!

If American inflation goes much higher it can wreck not only our economy but that of all free nations and thus spread Communism, Secretary of Commerce Charles A. Sawyer told 700 AFA luncheoners. To prevent this he said the Department of Commerce is doing all it can to effect voluntary industry agreements on prices and raw material supply and he hopes these will be effective. (In a press conference he said "If they are not, we'll be forced into government controls and allocations possibly next year.") The nation's job is to maintain our tremendous production and a high standard of living at present wage levels. He thinks the greatest stumbling block in our way is complacency in the face of today's real dangers. He urged advertising men to do all they can to arouse the nation out of this complacency—easy in the heat of war, but hard in peace.

Executive Stature

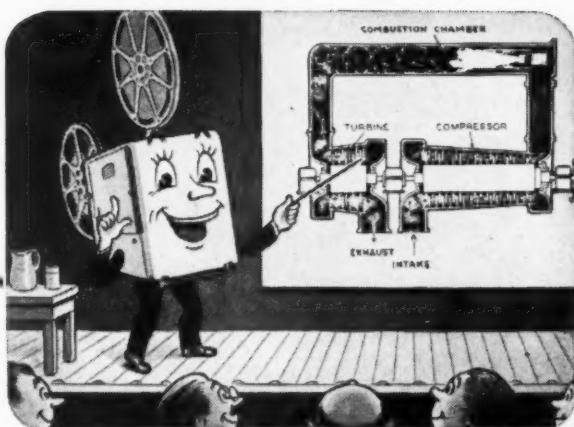
To end conflict between advertising and public relations departments Henry Obermeyer, director of adver-



TOP OFFICERS: L-to-R, Treasurer Graham Patterson of Farm Journal, Vice Pres. Mrs. Honor Gregory House of Gregory and House, Inc., President Elon G. Borton, Chairman George S. McMillan of Bristol-Myers Co., and Vice Presidents Paul C. Smith of Caterpillar Tractor Co. and Ira DeJernett of the DeJernett Advertising Agency, Dallas, Tex. enjoy the orange juice, coconuts and oranges the Miami club used in an advance effort to land the 1950 AFA convention. Secretary Miss Mary McClung of The New York Post was not present.

**WHAT WON'T
THEY DO
NEXT WITH**

Business Films!



TRAINEES LEARN FASTER and show more interest when sound motion pictures supplement ordinary educational methods, *The Dow Chemical Company* has found. The Dow report is based upon broad experience in training employees for the firm's power, maintenance, machining, and other departments. Dow educational executives praise their B & H Filmosound projectors for performance, ruggedness, and easy operation.

FORCEFUL PUBLIC RELATIONS SPEAKERS for *Allis-Chalmers Manufacturing Company* are the Filmosound projectors and sound films which report the firm's technical developments at press conferences and to engineering and other interested groups. A film on the gas turbine, for example, was previewed by 100 editors and then shown to more than 100,000 people at 1300 meetings in only 7 months.

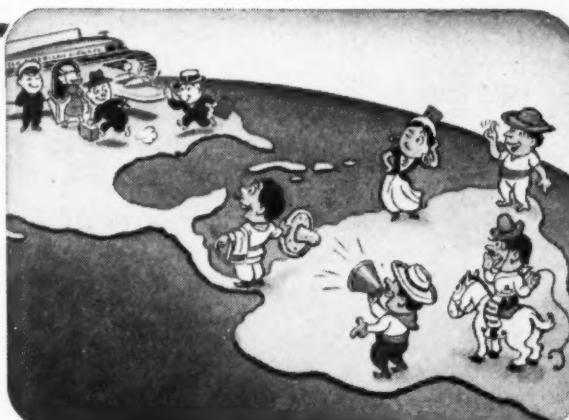
YOUR BUSINESS IS DIFFERENT, but the odds are 10 to 1 that you, too, have a job which movies could do better, faster, more economically, more profitably. Capable film producers are ready to help you weigh the possibilities. Write us for their names.

BELL & HOWELL COMPANY, 7190 McCormick Road, Chicago 45. Branches in New York, Hollywood, Washington, D. C., and London.

FINE PROJECTORS are a "must" if your film is to be fully successful. And the finest 16mm sound film projector, most commercial film users agree, is the . . .



Filmosound



DISTANT LANDS BECKON to more than 8,000,000 travel prospects annually through the persuasive medium of *Pan American World Airways* motion pictures. After 13 years of using movies in sales work and for personnel training, Pan American has more than 50 Filmosounds; praises these projectors for their durability and reliability; commends Bell & Howell for speed and efficiency when service is necessary.

Precision-Made by

Bell & Howell

Since 1907 the Largest Manufacturer of Professional Motion Picture Equipment for Hollywood and the World



SELF-CONTAINED

An organization set up to contain within its own walls all the facilities essential for complete production (utilization service as well), can pick up and carry an undivided responsibility.

With nothing "farmed out" there is no "bucket brigade" and no duplicate overhead.

All the elements of a training program, a sales promotion project, or a group selling operation, are executed as one unit. • The basic integrity of the original plan is maintained throughout and to completion.

*The JAM HANDY
Organization*

INDUSTRIAL MOTION PICTURES • VISUALIZATIONS
TRAINING ASSISTANCE • SLIDE FILMS

NEW YORK • WASHINGTON • PITTSBURGH • DETROIT • DAYTON • CHICAGO • LOS ANGELES
SALES MANAGEMENT

tising, Consolidated Edison Co. of New York said he thought they should get out of their "separate watertight compartment" attitude, each learning to use the techniques of the other. He hopes to see advertising managers attain sufficient stature so that they can sit in top management levels directing both advertising and public relations as one operation. He regretted that so few advertising agencies regard public relations as one of their normal functions to clients.

An answer came from Fairfax Cone of the Foote, Cone & Belding agency. Mr. Cone said that an agency can be no greater than the people with whom it deals. In only about 10 per cent of companies are advertising chiefs officers of the company, though top sales executives are officers in at least 90 per cent. Thus, he thinks, in nine out of 10 companies the advertising chiefs have not secured sufficient recognition to work at a high enough level to direct public relations. He hopes they may reach that point by widening their vision, deepening their thinking and working steadily to lift advertising to the high respect in the mind of top management that it already has reached in the mind of the public.

War In Television

The grim, destructive battle now going on in radio and greater one developing in television which clouds the shining future of that advertising medium were discussed in plain language by J. D. Shouse, president of Crosley Broadcasting Corp. He began by saying he was "no expert in television," though he has operated in the field since 1939. "There may be experts, but I doubt it."

In his mind, the difficulty is too many wrong people are beginning to operate Tv. Newspapers own about half the stations today, yet television is not merely an amplification of present sound and sight techniques; it's a whole new medium that requires tremendous financial and scientific backing. Radio broadcasting corporations thought *they* were the logical people to develop Tv and hoped, after they had made big investments in bringing it to full flower that they would be the ones to profit. But so do the giants of moviedom with their vaster resources. The competition for wave bands is stiff, yet everybody who is granted a permit to operate is running a sharp financial risk. Mr. Shouse quoted a movie magnate as saying: "Never have I seen so many work so hard to lose so much!"

"This coming struggle for tele-



GRIM SPEAKER: President J. D. Shouse of Crosley sees trouble ahead for television.

vision power," said Mr. Shouse, "could bring the industry close to destruction."

Mr. Shouse feels that television adds a new increment to advertising possessed by no other advertising medium. It can show how to use products. This will multiply the power of advertising for many products hamstrung by older media. Altogether, he thinks television will contribute tremendously to the economic upbuilding of the nation and the world.

He warned advertisers that the excessive number of stations now broadcasting AM and FM makes competition so hot that some broadcasters have forgotten good radio ethics to a point which reflects on all radio as an advertising medium. He urged advertisers to be scrupulous in selecting stations.

When a panel of presidents discussed advertising from the top management viewpoint, President J. M. Bowlby of Eagle-Picher Co. said he thought the advertising manager's "most important function from the basic company viewpoint is bringing to management a realization of the value of advertising as a management aid." He said he personally feels that immediate sales are not the main objective of current advertising. Instead, it is the building of good will. Investments in good will are even more productive than money spent for plant and equipment.

President Joseph B. Hall of The Kroger Co., which spends \$3,500,000 a year for newspaper and radio advertising thinks advertising that sells the company as well as its products is invaluable. He also believes there is a great need for selling our American system of free enterprise by advertising. "If it can put a hat on a man's head it can put ideas into that head, too," said he. "It can wipe out

FOUR SPECIAL REPORTS FOR BUSY EXECUTIVES



INDUSTRIAL AND COMMUNITY DEVELOPMENT

How railroads, public utilities, chambers of commerce, banks and others are successfully promoting their areas, industries and products.



REPORTS BY INDUSTRY TO STOCKHOLDERS AND PUBLIC

How leaders in business and industry are using modern public relations advertising to inform stockholders and public (via bankers) as to earnings and progress.



CONSTRUCTION MATERIALS AND EQUIPMENT FOR BUSINESS, HOME AND FARM

How the banks are helping business while advising their depositors, home owners and prospective home owners to build better, to remodel or modernize.



FARM EQUIPMENT, MATERIALS AND PROSPERITY

How the farm equipment, materials supplier, the farmer and the banker are working together to benefit their entire community.

The magazine of influence among men of influence is . . .

BANKING

Journal of The American Bankers Association

12 E. 36th St., New York 16
105 W. Adams St., Chicago 3, Ill.
512 North Oxford St., Los Angeles 4

CLIP THIS TO YOUR LETTERHEAD

Free

BANKING
12 E. 36th St.
New York 16

Please send me the reports I have checked

- | | |
|--|---|
| <input type="checkbox"/> Construction Materials | <input type="checkbox"/> Stockholder and Pub. Relations |
| <input type="checkbox"/> Ind. and Com. Development | <input type="checkbox"/> Farm Equipment |

NAME.....

TITLE.....

SM7

misconceptions about the profit system and show that every payroll depends upon profits. It can prove with nothing but facts about American business, that the 'capitalist' who owns nearly all business is not a bloated blood sucker, but the average little American who has saved a few dollars and bought a few shares. It can teach today's citizens that the Government should not do for them what their fathers did for themselves; that the interests of management and labor are not different—they are the same."

Train Better Admen

College training in advertising is now on a swift uptrend Eugene S. Thomas, sales manager of WOR, told a keenly interested audience at a panel discussion of three college marketing professors and three employers of advertising men. Since 1931 colleges offering such courses have increased from 168 to 266. Eighty AFA clubs are actively promoting education.

On the panel with Mr. Thomas were Donald W. Davis of Penn State, Kenneth Dameron of Ohio State, James E. McCarthy of Notre Dame, J. H. S. Ellis of Kudner Agency, Inc., John J. Karol, sales

manager of CBS, and Chester W. Ruth, advertising director of Republic Steel.

AFA Is Growing

President Borton reported that 15 new clubs had joined AFA during the year, making a total of 33 new clubs since 1945, an increase of 60 per cent. Total membership is now 83 clubs with 18,000 members.

It has aided clubs to stimulate advertising education in schools and colleges. Its essay contest in high schools drew 30,000 entries in 36 cities this year as compared with 12,000 last year. Its advertising campaign to promote public understanding of advertising—now in the second year—has made a good start.

The Federation decided to sponsor a new "Hall of Fame" award for the person who has done the most for advertising each year. The Federation annually will choose a winner to be suitably honored in the "National Hall of Fame in Advertising," in the Advertising Club of New York's Ben Franklin Hall, 103 East 35th Street, New York. The project was originated by the New York club, whose president, Andrew J. Haire took the idea to AFA at this

year's convention.

The new award to "The Advertising Woman of the Year," presented by the Women's Council of AFA, went to Mrs. Ella B. Myers, special advertising consultant to General Foods Corp. and former advertising director of that company. The presentation was made by Mrs. Oveta Culp Hobby, executive vice president of *The Houston Post*.

1948-49 Officers

The 1948-49 officers of AFA, in addition to Chairman McMillan and President Borton are: Vice Presidents Paul C. Smith of Caterpillar Tractor Co., Peoria, Ill.; Henry Kaufman of Henry J. Kaufman & Associates, Washington, D. C.; Ira DeJernett who operates his own advertising agency in Dallas, Tex. and Mrs. Honor Gregory House, president of Gregory & House, Inc., a Cleveland, O. agency; treasurer, Graham Patterson, president of *Farm Journal*, Inc., Philadelphia, Pa.; secretary, Miss Mary McClung, general manager of *The New York Post*.

The Federation has decided to hold its 1949 convention in Houston, Tex. Miami, Fla., is campaigning for the 1950 convention.

A TRUE STORY OF TOPFLIGHT ADVERTISING

**Point of decision display
used two ways by magazine**

Mr. S. O. Shapiro (left), Vice President and Director of Circulation, Macfadden Publications, Inc. says: "Topflight tape was what we were looking for as a practical dealer display help. *TRUE STORY*'s newsstand sale is way up, but if I gave credit to Topflight Tape, I wouldn't be friends with the editors."

Birthday promotion feature

Mr. James L. Mitchell, Advertising Manager of *TRUE STORY*, says: "We used Topflight Tape too, as an important part of *TRUE STORY*'s Super Market Birthday Promotion, featuring our food and grocery advertisers. Mr. Shapiro likes it because it sticks fast, but we like it because the dealer can remove it so easily after his sale is over." Two jobs, two different uses, two different reasons for specifying TOPFLIGHT TAPE in the same company.

TOPFLIGHT TAPE COMPANY

ERWIN HUBER, President

YORK

PENNA.



IMAGINE the circus without a

Clown



or Cincinnati without the

Times-Star...



ASK ANY CINCINNATIAN



Cincinnati and the Times-Star are inseparable. In 1947 retail and general grocery advertisers testified to this by placing over a quarter million more lines in the Times-Star than in the second-best paper.



*In the days of
GASLIGHT
and
GINGHAM*

... top department stores like Carson, Pirie & Co. were reading publications that are today members of the Haire merchandising group.

... and in these days of
NEON and **NYLON**



... Carson, Pirie, Scott & Co. continue to subscribe to all of the Haire Merchandising Publications, with group subscriptions for many departments.



**MORE EFFECTIVE BECAUSE
THEY'RE MORE SELL-ECTIVE**

HAIRE
SPECIALIZED
MERCHANDISING
PUBLICATIONS

1170 BROADWAY, NEW YORK 2, N.Y.

Shop Talk

The Individual "Me": What do employes want to know about the company they work for? Six out of ten people on the payrolls of Standard Oil of California, recently quizzed by an outside agency, are interested in matters that head directly into selling.

Peak interest was shown to be in answers to these questions:

What is the company doing to improve its products and manufacturing methods? What research goes on to develop new products? What are the company plans for the future, for expansion? How will these things affect me?

New and improved products are not of much significance unless the company intends to *sell* them. Thus the customer appeal of products, why they should sell, and how it is proposed to advertise, promote, sell and distribute them, are among the things the employes want to know.

Next in employe interest came health and old age—what is the company doing about sickness and accident compensation, retirement funds, life insurance? Standard's people are also of inquiring minds about management: the actual men in top places, what kinds of men they are, how they got there. And in what the company stands for, what it is trying to do for the public, its customers, its employes and its stockholders.

But how does it affect *me*? That's a selling question. It convinced Kenneth H. Shaffer, general personnel manager, that all stories and statements addressed to employes should have that viewpoint, because there is where the interest lies. How to tell them?

Standard publishes an employe magazine, and its outside quiz was made largely to find out if it was worth while. According to employe statements, 62% got most out of the magazine; 20% said they got most out of employe meetings. Curiously, this company holds no such meetings, but in other companies that do, 55% say they get more out of meetings than through any other channel of communication.

Mr. Shaffer confesses that the management was a bit chilled by the low standing given to bulletin boards (18%), and to employe handbooks (11%). Standard uses both, thought well of them. It was decided that the company might not be using them to the best advantage. Letters to employes stood at the bottom, with 8%.

We've had quite a bit to say about the need for the "you-attitude" in salesmanship. Now it turns out that we need a lot more of it in our communications designed to improve and maintain good employe relations.

Hot Facts about Cold Coffee: Well do I remember the day in May, 1928, when I arrived in New York. SALES MANAGEMENT was being transplanted from Chicago. It was Monday, and we were supposed to start from scratch and have an issue in the mail by Friday. Three of the New Yorkers took me to lunch. And right then I ran into an eating habit new to me. All of my colleagues ordered iced coffee. Having lived in the Middle West all my life, I had scarcely heard of it. In three weeks I, too, was ordering iced coffee, and I've been ordering it ever since.

Since that time I've learned that the iced coffee habit is confined pretty thoroughly to the East and to the Far West, and I've wondered many a time why such a pleasant and refreshing concoction hasn't swept through all 48 states. There was, of course, a simple explanation. No one had promoted it.

Consequently, I've been reading, with some degree of interest, about a new survey just completed by a joint committee from the National Restaurant Association, the National Coffee Association, and the Pan-American Coffee Bureau, in which the group undertook a nation-wide coffee-making and coffee-serving exploration. It covered the waterfront: Who makes coffee in restaurants, how they make it, what equipment they use, what type of grind, how many customers order coffee, how many want a second cup, how the restaurant owners feel about promotion and promotion opportunities, what they were doing about iced coffee. The findings were most revealing.

Here's what the researchers found out: That restaurant operators believe they are already doing the best possible job in selling all the coffee they possibly can sell or hope to sell. That restaurant operators recognize neither the need nor the opportunity for coffee merchandising. That restaurants believe they cannot use, and that they do not want, point-of-sale displays or other such materials. (But frequently—note well—the operators who told the investigators that they were not interested in and could not use coffee promotional material, were using colorful menus featuring beer.)

Except in the East and Far West, few restaurants were making any special effort to sell iced coffee. In most cases where iced coffee was listed on menus, the operators were ruining their chances for increased sales because they were making the drink by pouring regular-strength hot coffee over ice in a glass. That procedure, need I tell you, makes a brew fit only for pouring down rat-holes.

Now, tie up that picture with this one: During the winter months, the percentage of meal checks which includes coffee runs from 65 to 95%. But, in summer, these figures decline from 5 to 20%. The industry, therefore, obviously has a big stake, volume-wise, in doing something to promote the sale of iced coffee.

I won't go further into the survey findings, but if you'd like a copy of the summary, you can get one from the Joint Committee of the Restaurant and Coffee Industries, 120 Wall St., New York 5, N. Y.

I bring up this subject here and now for two reasons: because I hope the obviously valuable findings of this industry research project will encourage other industries to get a more up-to-date and factual picture of their markets, and because the case before the coffee men reveals so clearly that there are some jobs that require all-industry action before individual companies in the industry can hope materially to expand their individual markets.

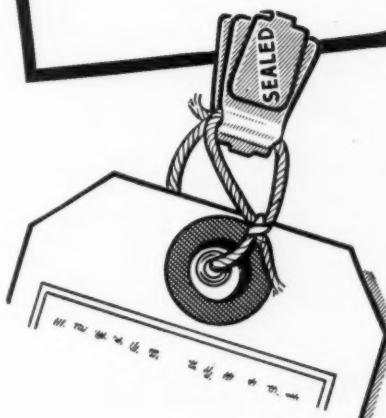
Based on the findings of their research project, the coffee folks can, if they will, develop a vast new market for coffee. Theirs is a twofold problem. First they must teach people how to make good coffee. Then the job becomes one of promotion which in this industry (the survey only too clearly demonstrates) includes the job of promoting promotion. They must develop some means for showing restaurant owners that sound point-of-sale promotion can be made to pay off at the cash register.

Sometime when you're in Philadelphia, go to the Bellevue-Stratford and order iced coffee. They make it superbly. Taste the drink as they make it—double strength to allow for icing, and served with cream. Then stack it up against any carbonated drink you ever heard of, against iced tea, against anything else you've ever used to wet your whistle on a hot August Wednesday, and see a Promotion Opportunity staring you straight in the face.

Those folks in the Middle West just don't know what they're missing. But they'll never find out until the coffee industry does some spade work, some selling, and much more advertising than has been done thus far. It'll be a crying shame if they miss the magnificent opportunity now before them.

A. R. HAHN
Managing Editor

THE SEAL WITH A METAL FLIPPER



Flip up this tiny metal tab and it breaks off. Under it appears the word "OPENED".

It is the farmer's "seal of approval"...a clasp that binds the knot on every bag of certified seed he buys. It marks the grower as a far-sighted businessman who grows superior seed and sells it to the cream of the farm market.

It is very likely too, that this grower of "padlocked" seed is one of the Influential Million farmers in our nation today—a member of the American Farm Bureau Federation. For in this group are the rural leaders of America...the farm people who influence the buying of their neighbors, their community and their nation. Reach this powerful following through their own publication . . .

The Nation's AGRICULTURE

OFFICIAL PUBLICATION FOR
1,358,810
FARM FAMILIES OF THE
AMERICAN FARM BUREAU FEDERATION
109 North Wabash Ave., Chicago, Ill.

"If we can beat what we did last month or what we did the same month last year, we are making real progress."—J. M. Lynn Jr.

Salesmen for Servel's engineered air conditioning installations have ready answers for prospects who demand, "Tell me today how much it will cost!"



How Lone Star's Package Plan Closes High Price Tag Sales Quicker

Based on an interview by William S. Allen with

J. M. LYNN JR. • Merchandising Manager, Lone Star Gas Co., Dallas, Tex., Division

In an era when "package selling" plans have hit the buyers' market with all the force of a new fashion design, merchandisers of hard goods are beginning to realize the importance of accelerating their own sales through package selling . . . and package pricing.

J. M. Lynn Jr., merchandising manager for Lone Star Gas Company's Dallas, Texas, Division, has introduced a revolutionary plan for speeding sales in all merchandise including highly technical gas air conditioning units. His plan for applying package pricing to this field of selling, in which each job must be custom-designed, has substantially increased air conditioning sales for the company's Dallas area.

During previous merchandising years, the sales manager has had well established sales policies for merchandising such single package items as ranges, water heaters, gas refrigerators, etc. Until a year ago, however, the sale of Servel All-Year Gas Air Conditioning units was handled entirely from an engineering standpoint. Prospective buyers submitted house plans; engineering blueprints were drawn, and estimates of price

were determined after detailed calculations were completed. The lapse of time between the prospect's request for an estimate, and his actual receipt of an estimated price for the unit installed, not only slowed sales, but lost a few in the delay.

It was at this point that the plan now used by Mr. Lynn was put into effect, early in the Summer of 1947. The package pricing plan has resulted in record-breaking sales accomplishments. The department sold 10 units in a single week following the plan's inception.

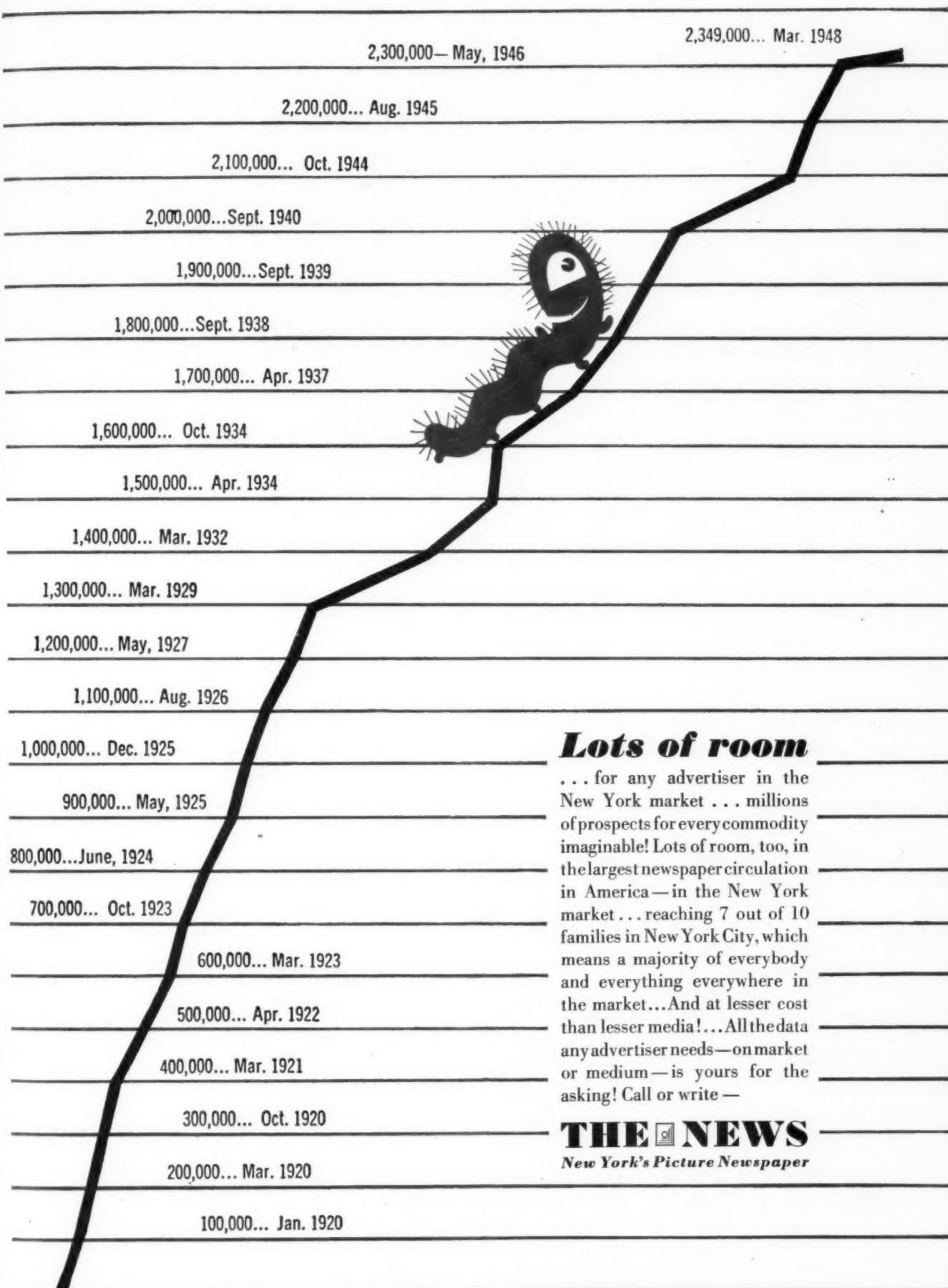
Speed Is Essential

Recognizing the importance of closing a sale while the customer is in the mood to buy, gave impetus to the plan's inception. A customer who has "air conditioning" on his mind today, wants to know tomorrow what it is going to cost him. If he waits until next week to get his price, in the meantime he may be shopping for other products his money can buy. By next week, according to Mr. Lynn's selling theory, he may have decided to sell his house, buy the new car he has been waiting months for, or take a trip to Europe.

"There are many products a customer may find, and he has many products in mind to buy," Mr. Lynn points out. "It's just a question of which salesman gets there first with the most convincing sales talk. The air conditioning salesman with the answers can reap his share of favorable decisions by striking while the iron is hot. He cannot do that if pricing is delayed."

The plan includes a cooperative arrangement between salesmen and utilization engineers. It eliminates long delays while detailed engineering specifications are being made to arrive at a price quotation. These engineering specifications not only delayed pricing from a week to 10 days, but often tied up engineering personnel on prospective jobs when others, already under contract, were pressing for attention.

The present pricing plan is based on a sound study of previous installations and comparable conditions on relatively easy installation. A prospect can be given a price and a firm contract by the salesman on the same day the initial contact is made, if desirable. Following the salesman's first call at the prospect's home, a confer-



Lots of room

... for any advertiser in the New York market . . . millions of prospects for every commodity imaginable! Lots of room, too, in the largest newspaper circulation in America—in the New York market . . . reaching 7 out of 10 families in New York City, which means a majority of everybody and everything everywhere in the market...And at lesser cost than lesser media!...All the data any advertiser needs—on market or medium—is yours for the asking! Call or write —

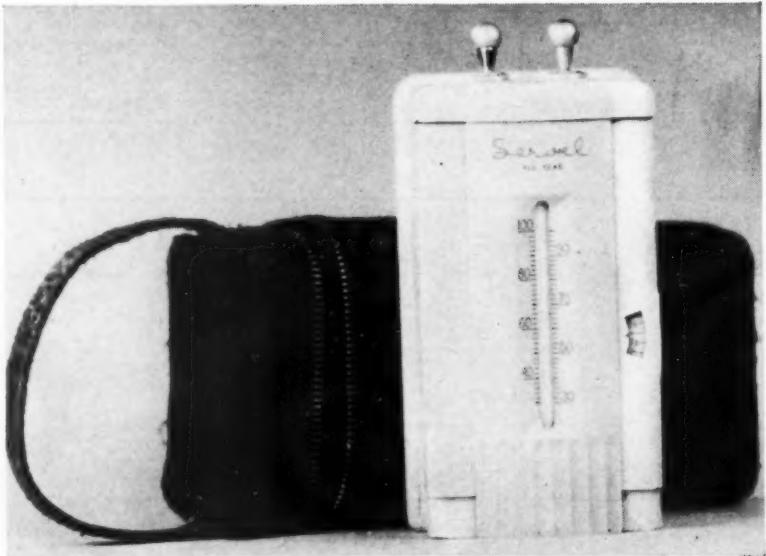
THE NEWS
New York's Picture Newspaper

SALES CLOSER: It's Servel's Selectrol, controlling air conditioning unit, carried by salesmen who invite prospects to "try it."

ence is held between salesman and utilization engineer. From this conference, which includes a study of the house sketch and a report on insulation requirements, possible unit locations and conditions affecting the cooling load, it is possible to quote a contract price which varies little from the final cost of the completed installation.

It is only after this price quotation has been made and the contract signed or definite commitments made by the customer, that actual engineering layouts and detailed drawings are prepared and bids asked for the contract work. Engineering skill thus is released for definite jobs rather than for prospective sales which may not materialize. The plan has enabled the company to keep pace with house construction during an era in which new home building is hitting an all-time peak.

How pricing can be determined quickly but accurately is best illustrated by saying that most air conditioning jobs fall into a pattern, set by previous installations. "Suppose we have a prospect with an old house in which it is necessary to introduce a duct system before the installation can be made," Mr. Lynn points out.



"Back through our files of past jobs there may be four or five installations which set a close pattern for this one. Within reasonable estimates, the new job will figure closely with previous jobs.

"In the estimate, there are five items of cost to figure: cost of duct work, cost of duct insulation, plumbing, electrical, and cutting through the building to install the duct work. Checking these items on past jobs of comparable construction, gives a pretty close estimate of their cost on the new job, which in turn predicts the final total estimate."

From past experience, Lone Star Gas Co. has found that these items

taken singly may vary slightly one way or the other, but in the final analysis they balance out.

"Any building contractor," says Mr. Lynn, "makes his estimate and starts construction with the knowledge that unforeseen problems of weather, labor, material costs etc., may have a bearing on the successful arrival at that approximate initial estimate when the building is completed. We follow his plan and find it satisfactory.

Utilizing Experience

"In order to keep our system as close to the line as possible, we keep cost figures on each job as it is installed. We also parallel the final figures with the estimated figures to see how close our estimate has hit. This backlog of experience is used in making future estimates with the plus or minus figures on each of the five items, serving as a pattern for new estimates of similar jobs. Our results have been amazingly close. We find that, more and more, our contractors are willing to take our estimates as their final contract figures. Salesmen handling air conditioning for this company do not require engineering training but must have a knowledge of the various difficulties which may be encountered in installation.

"I'm afraid," one salesman remarked, "that if I had been able to quote a lot of engineering figures to one prospect I talked to today, it would have merely confused him. Yet the contract is signed and we are ready to go ahead on the job!"

The contract price is reached following a study of the salesman's sketch of the house or building to be air-conditioned. This sketch is usually obtained on the initial visit. With the sketch and the salesman's report

THE INLAND BROADCASTING COMPANY

KBON KBON-fm

Omaha, Nebr.

KOLN KORN

Lincoln, Nebr. Fremont, Nebr.

*is pleased to announce
the appointment of*

McGEEHAN & O'MARA

Exclusive National Representatives

New York — Chicago — Atlanta

Boston — Detroit — San Francisco

Is your advertising an

A B S E N T E E

SALESMAN?



You'd fire any salesman who tried to sell the \$103,000,000 Fall River market from the outside.

It just can't be done.

Yet that's just what you attempt if you appeal to Fall River housewives through absentee advertising. We repeat—it just can't be done. For example, the out-of-town newspaper with the largest circula-

tion in Fall River reaches only 19% of the city's families. All out-of-town newspapers combined give you only 40% coverage—at many, many times the cost of a Herald News schedule.

It's obvious that Fall River's only newspaper—a single buy—is the one newspaper that gives you and your retailers full support in this cream market.

F A L L R I V E R H E R A L D N E W S
FALL RIVER, MASS.

NATIONAL REPRESENTATIVES . . . KELLY-SMITH CO.

New York Philadelphia Chicago Boston Detroit Los Angeles San Francisco Atlanta

JULY 1, 1948



How to make customers Brand-Conscious

Put your trademark on your business card. And gain new, low cost brand recognition. We can do it for you—black or color—with banknote perfection. A custom-built business card costs so little more—can do so much more for you. It's a 365-day advertisement, your handshake in print. Write for your free HILL "Sample Deck", packed in a handsome plastic card case.

R.O.H. HILL, INC.

Engravers and Thermographers of
Important Business Ambassadors
LETTERHEADS • BUSINESS CARDS
ANNOUNCEMENTS

270-S LAFAYETTE ST., NEW YORK 12, N. Y.

**THE LIGHTER-WEIGHT
PROJECTOR YOU WANT!**
NEW

De Vry "Bantam"

Theatre-in-a-Suitcase

16mm. SOUND PROJECTOR,
AMPLIFIER, SPEAKER AND
SCREEN—all-in-one small,
COMPACT CASE WEIGHING
LESS THAN 31 lbs.

Highest quality 16mm. sound projector in the lowest price field—the De Vry "BANTAM" is a truly champion performer. Brilliant 750-1000 watt illumination, thrilling life-like sound! See it and be convinced!



1111 ARMITAGE AVENUE, CHICAGO 14, ILL.

on such factors as construction of the building, insulation requirements, etc., the engineer and salesman can arrive at a figure close to what the actual installation cost will be.

The package sale includes the Servel unit and cooling tower, duct work, installation of same, plumbing, electrical installations, and grilles and registers.

Taking the headaches out of buying this type of equipment, for the customer, is one of the advantages of the over-all pricing arrangement. Contractors are consulted, not by devious and delayed meetings between them and the home owner, but through the company salesman who asks for bids and sets up the installation program.

The only item which is not handled for the customer is the construction of suitable quarters for the new unit, in the event that the home has no basement or closet of sufficient size. Since many homes in Texas are not built with basements, this is important. Even in this case, however, the company arranges with a recognized contractor to call at the customer's home to plan the construction.

Cost of this construction is borne by the customer and is over and above the Servel installation estimate. The company assumes no responsibility other than stating what is needed.

Equipping Salesmen

All salesmen are equipped with one simple and convincing sales tool: the Servel control unit which is called a "Selectrol" and which controls the degree of cooling or heating required by the customer. The small Selectrol dramatically shows the buyer, by the "you do it" method, just how his cooling and heating requirements are met and controlled.

Prospective buyers are fascinated by this small device which is the very heart of the "package" system they are buying, so far as they are concerned. Few are concerned with details of the working mechanism of the unit itself; but this tangible wall control represents to them the flexibility of the equipment.

The Selectrol is carried in a small leather zipper case, and has proved a mighty factor in closing the majority of sales. Those few technically-minded prospects who want a more detailed demonstration of the equipment are given every opportunity to inspect other similar installations and to contact engineering personnel if they so desire.

Since last summer the Dallas sales organization has increased its air con-

ditioning staff to seven men, all trained in an intensive six-weeks general sales school and a two-weeks period on specialized air conditioning sales procedure. The latter includes a non-technical functional description of the equipment, control systems, and air distribution. It includes practical consideration of such matters as equipment space, size and construction of buildings, pre-sales engineering, sales hints, market analysis, and "points of difference" of the product over competitive markets.

Convincing Customers

Salesmen also receive a thorough briefing on the package pricing plan. A customer, it is explained, can think up a lot of reasons why he should not spend \$3,600 to \$5,000 in a delay period of seven to 10 days between the time he is sold and the time he is actually quoted a price. The basic benefit, therefore, in the package pricing plan enables the customer to sign the contract when he is in the mood to sign and without further delay.

The company also has set up a separate installation service, under a former utilization engineer who heads this work. The effect of this arrangement has been to relieve design engineers of the responsibility of installation and subsequent servicing of the equipment.

Sales quotas, the Dallas sales executive states, are not one of his pet formulas.

"I frankly do not like quotas," Mr. Lynn states. "Quotas generally are one man's opinion and one man cannot be right all of the time. He may set them too low or he may set them too high. If too high, they have a discouraging effect on salesmen."

"The only quotas we set, if you can call them that, are to improve sales for the current month over sales of last month, and as seasonal periods affect the item, to beat the sales figure for the same item in the same month last year."

"Beat the last working month and you are doing well. Set an arbitrary quota and your men are discouraged if they do not hit it. If we can beat what we did last month or what we did the same month last year, we are making real progress. For example, in 1947 we sold 68 Servel All-Year Gas air conditioning units. In 1948 we have every reason to believe we will far exceed our 1947 sales. What the figure will actually be, we aren't sticking our necks out to predict. We just know that, with an increased staff, greater knowledge of our field and more sales experience, we should beat our '47 sales by a substantial margin."



One out of two housewives in City X build their own pancakes from the eggs up—if they make them at all—while in City Y, just three states away, 83% of the housewives prefer simply to add water to a prepared mix, stir briskly, cook and serve. If pancake mix is your business, it's a cinch you'll build sales and profits faster by thinking less of Mrs. X and advertising more to Mrs. Y.

The same thing goes for almost anything you make or sell. People differ. Conditions differ. Customs differ. Markets differ. And in these basic variations often lies the difference between selling at a loss or a profit—especially today, when the margin between profit and loss may be no wider than the gap between last year's selling costs and this year's.

The market-by-market approach to national advertising takes full advantage of local differences—and *exploits them through the one advertising medium which thrives on them, the newspaper*. For no matter what the market, nothing fits it like the newspaper—which was built for it, grows with it and paces its day-to-day changes.

Adopt this approach, and you're planning your national advertising on the fundamental base of your national selling efforts:

All Business Is Local

The Bureau of Advertising, ANPA, is in business to help you locate the customer markets for your product. Call or write us at: 370 Lexington Ave., New York 17, Murray Hill 5-8575 • 360 N. Michigan Ave., Chicago 1, State 8681 • 240 Montgomery St., San Francisco 4, Exbrook 8530

Cedar Rapids

1st in Iowa
2nd in NATION
NET INCOME
PER CAPITA *

1st in Iowa
QUALITY OF
MARKET INDEX *

The following market data
copyrighted Sales Management's 1948 Survey of Buying Power.

CEDAR RAPIDS with \$175,139,000 net effective buying income in 1947 . . . \$2,274 per capita, plus a quality of market index of 161, offers sales executives high buying potential in this prosperous city of 77,000 population.

But That's Not All . . .

The 16 Cedar Rapids area counties swell the population to 425,200 with net effective buying income of \$610,324,000 and a net farm income of \$249,669,000.

Swing buying decisions your way in eastern Iowa. The Cedar Rapids Gazette offers 100% coverage Cedar Rapids, 99% Linn County, dominant coverage daily and Sunday in the 16 county area. Iowa's most diversified industrial and productive agricultural market.

Cedar Rapids Gazette Circulation in excess of 55,000 daily and Sunday

CEDAR RAPIDS MARKET SUMMARY*

*Sales Management's 1948 Survey of Buying Power		
Population	Cedar Rapids	16 county market
Retail Sales	\$97,018,000	\$364,898,000
Food Sales	\$17,136,000	\$ 75,274,000
General Mdse. Sales	\$14,498,000	\$ 35,554,000
Drug Sales	\$ 3,996,000	\$ 10,829,000
Net Effective Buying Income	\$175,139,000	\$610,324,000

Write for free copy of "1948 Circulation and Market Data of The Cedar Rapids Market"—National Advertising Department

The Cedar Rapids Gazette

Blankets Iowa's Richest Market
Represented nationally by The Allen-Klapp Company

And, for ADDED coverage
of this great market

THE GAZETTE'S STATIONS

KCRG

1600 KC
5,000 watts

MBS
Affiliates

KCRK

FM
96.9 MC

Represented nationally by John E. Pearson Company

Readers' Service Can Furnish These Reprints

Send order with remittance to Readers' Service Bureau, Sales Management, Inc., 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number:

NEW REPRINTS

174—The General Foods Check List For Development of New Products, by Richard H. Moulton. (Price 5c)

173—So You Have a New Product! Now How Are You Going to Sell It? by John Allen Murphy. (Three Articles.) (Price 10c)

172—Are Your Salesmen Equipped To Prove Quality? by Burton Bigelow. (Price 5c)

171—Four Practical Approaches to Packaged Food Merchandising, by Frank L. McKibbin, Jr. (Price 10c)

MARKETS

156—Sales and Advertising Experts Pick the Best Test Markets of the Country in Three Population Groups. (Price 25c)

152—Where to Look for Big Buyers in Chicago. (Includes a tabulation of Chicago buying offices.) (Price 10c)

125—New York Buying Groups Increase Department Store Memberships in 1946. (Includes tabulation of membership in principal cities.) (Price 10c)

142A—Los Angeles Now Rates as Major Buying Center. (Includes tabulation of Los Angeles buying offices.) (Price 10c)

PACKAGING

162—What Women Like and Dislike About Packages Today. (A survey of housewives in ten cities.) (Price 25c)

SALESMANSHIP

170—How to Train Salesmen For a Buyers' Market. (A selected group of articles on the theory and practice of sales training.) (Price \$1.00)

169—ABC's of Effective Sales Training, by William Rados. (Seven articles.) (Price 50c)

168—What Kind of College Training for Careers in Sales? by Robert S. Wilson. (Price 5c)

coming your way . . .

..... **moto-sander**, a combination sander and polisher, weighs only 2½ pounds and because of its small size it can perform in tight corners and in places other sanders cannot reach. Electrically operated, it delivers 7,200 strokes. The machine has only two moving parts and does not require oiling or adjustment. It operates quietly on 110-120, 60 cycle A.C. current. Furnished equipment includes a rubber cord eight feet long, plus assorted grades of Garnet paper for sanding, plus a felt pad and sheepskin for wax polishing. As a sander it may be used for easy sanding of woodwork, doors, furniture, boats and gun stocks. As a polisher it may be used to bring a shiny finish to car bodies. Manufactured by The Dremel Manufacturing Co., Racine, Wis.



COMPACT ELECTRIC MACHINE may be used for sanding or polishing jobs.

claw framer and improved high lumen shutter. Machine is instantly convertible from sound to silent projection. It is produced by Excel Movie Products, Inc., 4234 W. Drummond St., Chicago.

..... **sound projector** that weighs only 16 pounds has been designed for the mass market. It is the new Apollo Sound Projector, a precision-built 16/mm machine. It is said to actually "broadcast" the movie sound to any home radio receiver where it is picked up and played through the radio loud-speaker. This is done with no wire connections or attachments of any kind. Sound is transmitted by a tiny oscillator to the radio. There the sound is picked up, amplified and delivered through the loud speaker. Other features built into the sound projector are a two-inch, f.2, fully achromatic coated lens, 500-watt projection lamp, professional tube

..... **comfort cub**, a combination oil boiler-burner unit which requires no more floor space than a chair, soon will appear on the market. Designed solely for hot water heating systems, its performance is said to be excellent with the increasingly popular radiant heating installations, and also as an economical replacement unit for present heating plants. The three major elements, consisting of boiler, burner and the five controls are each packaged separately. The five controls provide for completely automatic control of room temperature, temperature of water in the boiler, and safety of operation. A development of the United States Radiator Corp.



SOUND MOVIES through radio loud-speaker is possible by new projector.

WOULD YOU LIKE TO IMPROVE INDIVIDUAL SALES PERFORMANCE IN YOUR COMPANY?

Sales executives, in post-war analyses, are finding that many of their best order takers of recent years are falling behind in order getting, and are losing out to the more intense competition returned with peace-time production.

We have helped many concerns to solve this problem by salvaging salesmen already on their payroll. Through the use of individual evaluation by psychological testing, we uncover specific weaknesses of men who have forgotten how to sell competitively, or who never learned. With knowledge of their weaknesses, we build individual sales improvement programs for men in all types of sales activity.

The results of many improvement programs have been outstanding. A request will bring specific examples, and full information on the use of testing as a sales improvement as well as a sales selection aid.

SADLER, HAVER & ASSOC.
Personnel Management Counsel

333 N. Michigan Ave.
Chicago 1, Illinois
ANDover 1607

So You Want to Create a New Manual for Retail Salespeople!

By JAMES C. CUMMING • Vice-President, John A. Cairns & Co., Inc.

Pre-war rules, with a few refinements, still apply: Keep it short, pack with facts, illustrate liberally, and don't be selfish. Now how do you distribute it? It still clears through the buyer so your salesman is the best one to deliver it.

During the past eight years, the preparation of retail sales manuals has almost become a lost art. Now, however, it is rapidly being revived. Department stores and chain stores are asking for authentic information about merchandise that they can give to their salespeople. Publications edited for retailers, such as *Women's Wear Daily* and *Retailing*, have resumed the preparation of manuals on how to sell. An example of this is *Women's Wear's* recent 68-page sec-

tion, "Selling Fabrics Over the Counter."

If your lines have stabilized—as they probably have—you are in a position to prepare a manual of your own that will be a powerful force in building your sales.

How should you set out to prepare a selling manual?

A look at the selling manuals of the past should prove helpful, for the same general principles still apply. Some of the best of these were pre-

pared by the Research Bureau for Retail Training, the University of Pittsburgh. In addition to being excellent models for any selling manuals you may prepare yourself, they may supply you with specific facts you should include in your own booklets.

Among the lines of merchandise covered by the booklets of the Research Bureau are electrical toys, games, dolls, wheel goods, girl's wear, infants' wear, china, silverware, fancy linens, glassware, lamps, toilet sets, stationery, men's shirts, men's pajamas, men's hosiery, men's gloves, men's ties, women's hosiery, women's gloves, handkerchiefs, neckwear and scarfs, handbags, lingerie, negligees, costume jewelry, and men's furnishings.

Other good selling manuals have



Photo courtesy American Viscose Corp.

"Well, I'm learning something . . . and at my age too. Rayons have improved since I was a girl."

"Rayons have improved in just the last year ma'am. For instance, that shirt you're holding is especially made to resist wrinkling. Still looks good after a full day on the golf course."

Yes, It Could Be!

"Could it be that the so-called farm magazines in the Mid-West are a sort of re-hash of technical agricultural information that has previously appeared in The Weekly Kansas City Star?"

That pointed comment was made by an agency man after he had compared the technical agricultural articles in a farm magazine with those in copies of The Weekly Star that had been printed and circulated two weeks to a month before. In the farm magazine the agency man found no technical information of importance that had not previously been reported fully and authoritatively in The Weekly Star.

We hope you are skeptical about this. If you are, ask for a detailed check of technical farm information, article by article and date by date, in The Weekly Star and other Mid-Western farm papers.

The Weekly Kansas City Star.

LARGEST FARM WEEKLY CIRCULATION IN AMERICA

441,392 Paid-in-Advance Subscribers

been prepared by manufacturers. "Your Guide to Rayon" by the American Viscose Corp., and "The Story of Hudson Hosiery" by the Hudson Hosiery Co. are two examples among a great many. Still others were produced by the Department of Merchandise Education of *Good Housekeeping* magazine.

The nature of your products and the facts you find essential to put in the hands of retail salespeople will dictate the exact type of sales manual you produce. You will find, however, that if you follow certain clear-

cut and well defined rules in its preparation, you will make it a far more useful book than if you ignore them.

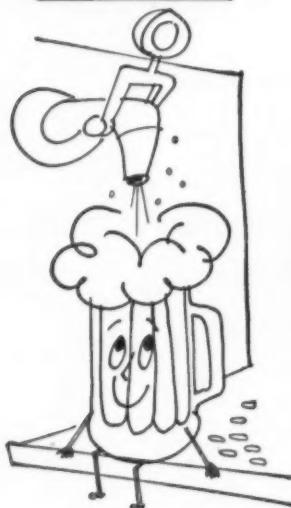
Here are the rules:

1. Make your presentation short. This calls for considerable judgment and courage in deciding what to omit from your manual, as well as what to include in it. The history of your business can be omitted entirely. If you must include it, give it not more than one or two brief sentences. In its manual

on China and Earthenware, the University of Pittsburgh covers the long history of pottery in two brief sentences: "The history of pottery is linked with the story of mankind itself. It is one of man's oldest and most skillful trades, a trade of dignity, tradition, and beauty of product."

The personalities who make up your firm are of little or no interest to the salesperson—and are of even less interest to his customers. Which brings us to the point of this paragraph: *Include only material that can profitably be passed along to the consumer by the retail salesperson.*

Tap new sales outlets with Telechron clocks



An attractive design on the big, illuminated dial of Telechron Advertising Clocks is winning new friends for Regal beer, a product of American Brewing Company.

People rarely miss a chance to look at an accurate electric clock. That's why your slogan, trade-mark or message on a Telechron Advertising Clock keeps its punch for years.

The cost of the clock to you is trifling—less than a dime a month. With a self-liquidating promotion you can recapture even this.

Dials can be designed in any desired colors to suit your needs. Clocks are available for all commercial voltages and frequencies. They're precision-built and lubricated by Telechron's exclusive oiling system to give long service, keep upkeep down. Write for free descriptive folder. Special Clock Division, Dept. N, Telechron Inc., Ashland, Massachusetts.



2. Pack your facts into a small manual. Making it small is important, because retail salespeople do not have desks on which they can put things, and they cannot clutter counters with big manuals. Your manual will have maximum use if it can be fitted into the salesperson's pocket or handbag, and if it is small enough to be kept in the back of a sales book. About 4 1/4 by 6 inches is an excellent size. This is by no means an absolute limitation, however. The *Women's Wear* manuals are much larger, for the good reason that they are published as a section of that newspaper. The *Good Housekeeping* manuals are 8 1/2 by 11 inches. Therefore, if you have pictures or tables that require large pages, break the rule and trust the value of the material to offset the inconvenience of the size.

3. Illustrate liberally. The best way to present material to retail salespeople is in the form of photographs with captions. Next best is to use pen-and-ink drawings liberally. Fairchild Publications, Inc., has been experimenting recently with comic books as training vehicles—with considerable success. Nowhere does the ancient maxim, "One picture is worth 10,000 words," apply more definitely than it does in giving retail salespeople information about the products they sell.

4. Keep your sentences short. Some salespeople are college graduates on their way to buyers' jobs, but they are few and far between and they are not the ones who most need your material. That is why you should be sure to use short sentences, short words, short paragraphs. The war taught us, we hope, that it is easier to understand "Turn out the lights before you go home," than "Illumination is required to be ex-

tinguished before these premises are closed to business." To write your manual, it is best to have someone who is experienced in talking to retail salespeople and who can use simple, easily understood language.

5. Be concrete and specific.

Theory is fine in your laboratory, but it has no place in your selling manual. A radio manufacturer, for example, does not have to expound basic theories of electronics in a selling manual. Salesmen who are sufficiently interested will study such material elsewhere—and those who are not interested could not possibly absorb it from a manual. You will do better to concentrate on the specific features of your own sets and what they will do in actual use.

6. Lead the salesperson by the hand.

Remember that the salesperson's primary interest is in solving the selling problems that confront him day by day. While pictures of manufacturing processes may have a place in your manual, the illustrations that will get most attention will be those that show selling situations.

A good example of this is the section "Secrets of a Successful Hosiery Sale" in the manual "The Story of Hudson Hosiery." Four photographs of a hosiery salesgirl serving a customer illustrate four steps in making a hosiery sale. This selling technique is outlined under the photographs:

"(a) When your customer says '9½, please,' be sure to make a double check. Tell her that Hudson nylons of a given size will fit like a second skin—it isn't necessary to take them half a size larger.

"(b) Place on the counter several boxes of stockings in different shades and weights. The Hudson box is a selling tool in itself—it's as pretty as the frosting on a birthday cake, as smart as the stockings it contains.

"(c) Suggest to your customer that every woman needs different weights of stockings for different occasions. A service weight is for average daily wear, a sheer for special dress-up occasions. No woman would wear an evening dress for shopping; a wardrobe of stockings is just as practical as a wardrobe of dresses. Tell your customer that she may also buy service weights in hard-to-find gun-metal and white.

"(d) Point out the detail of the smooth flat seams; show the shaping of the leg, which owes its perfection to the same contour process used in

Hudson Hosiery before the war. It is this process that makes Hudsons cling so beautifully to the leg curves.

"(e) Tell your customer that the nylon used in Hudson Hosiery is made by DuPont, the creators of this amazingly beautiful and Samson-strong yarn.

"(f) Do not slip your hand into the stocking if you can possibly avoid it, because this is the major cause of runs and snags. (Since nylon snags easily, many of our workers wear gloves while handling Hud-

son Hosiery.) But if your customer insists on seeing the effect of the stocking against the skin, be sure your hands and nails are smooth. (Hudson employs full-time manicurists to make sure that the hands of all who touch Hudson Hosiery are free from roughness.) Do not wear wrist watches, bracelets or rings.

"(g) When Hudson nylons are once again available in quantity, we believe you'll want to know how to cope with the 'I'll take one pair' customer. Point out that one pair

Sell the NEWS Readers

..... from A. A. A. A. Market Data (VOL. 16)

BUFFALO, N. Y. BUFFALO EVENING NEWS

Total Net Paid	270,300
City Zone	172,423
Ratio to Occupied Dwellings	104.2%
City and Retail Circulation	247,756
Ratio to Occupied Dwellings	87.9%
General Milline	\$1.85

and you sell the **BUFFALO Market**

BUFFALO EVENING NEWS

EDWARD H. BUTLER, Editor and Publisher
"Western New York's Great Newspaper"
KELLY SMITH CO., National Representatives

Only IN THE PANTAGRAPH

Can You Reach 117,000 People In Central Illinois

MCLEAN COUNTY—
\$189,000,000 total farm wealth. Net farm income \$32,141,000.*

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THE PANTAGRAPH
BLOOMINGTON, ILLINOIS
Over a Century of Community Service

REPRESENTED NATIONALLY BY GILMAN, NICOLL & RUTHMAN

NEWS

"firstest and mostest"
directed to
52,000 Buyers
and Specifiers
in Larger Plants

To General Forrest's principle, add Accuracy and you have a good idea of the editorial policy of INDUSTRIAL EQUIPMENT NEWS.

Industry men request this product information news publication. Claim they can't get along without it as a current buying reference.

Tell us that the make-up of IEN impels them to look for things to do things with.

And prove it, year after year, by their responsiveness to factual advertising. Costs only \$95 to \$102 a month to tap this important market.

Our July CCA statement and our latest "NIAA Report" belong in your hands. Ask for them.

INDUSTRIAL EQUIPMENT NEWS

Thomas Publishing Co.

461 Eighth Ave., New York 1, N.Y.

Boston - Chicago - Cleveland - Detroit
Los Angeles - Philadelphia - Pittsburgh

of stockings is always uneconomical. If one stocking should "go," the other cannot be worn. Tell her that two—and better still, three—pairs in the same shade and weight are most economical.

"(h) When you have made the sale and are wrapping the package, be sure to enclose in it Hudson's little leaflet that tells your customer how she can get maximum wear and satisfaction out of her Hudson Hosiery.

"(i) There are two things a woman looks for when she is buying stockings. One is beauty, the other is wear. She will find both in Hudsons. You can sell more Hudson Hosiery if you know all—and tell all!"

7. Include selling sentences. When you tell the salesperson exactly what to say, using words she can use herself, you nail down the information in your training manual in specific and usable terms. At the end of its manual "Merchandise Facts to Help Sell Writing Paper" the University of Pittsburgh lists these:

Things To Say When Selling

"If you write rather large, perhaps you would like the large single sheet instead of the folded."

"The suede finish on this paper is so easy to write on, and it is a nice medium weight."

"A box with the standard size sheet, a note paper size, and correspondence cards with envelopes to match will answer your every writing need."

"The new colors are so attractive. This light blue with the dark blue pen lines is a combination of the new and the conservative."

"A pound of this tissue-thin paper will give you around 72 sheets. Although it is somewhat transparent, you will find it a very sturdy paper. We are selling a lot of this for air-mail."

8. Questions and answers are helpful. This is particularly true where the questions actually come from retail salespeople. If you try to think them up yourself you may, in your effort to cover the ground thoroughly, make them sound naive. At the end of its manual on "Cotton and Cotton Fabrics" the Department of Merchandise Education at

Good Housekeeping include such questions as:

"Name some outstanding selling characteristics of cotton."

"What determines the quality of the cotton fiber?"

"Name three basic types of cotton weaves."

"Which is most commonly used and why?"

"What is thread count?"

While these questions may sound a bit like a school examination, the answers are given just below them and the salesperson who reads them will find in them an excellent way to review the contents of the entire manual.

9. Don't be selfish. If your sales manual is going to be of real use to your retailers, do not be afraid that some of your competitors may get some good from it, too. If your product is men's shirts, keep your manual general in its opening pages. Start with instructions for measuring the customer. Tell what collar styles go best with what physical characteristics. Discuss the principal fabrics used in shirts, and explain the purposes for which each is best. If you give specific examples throughout the manual, describe your own merchandise. In that way you will get plenty of information about your shirts into the hands of the people who sell them, and you will be getting it there in inviting, usable form.

Handling Distribution

How do you get your training manuals into the hands of the salespeople for whom they are specifically written?

Some of the larger department stores have strong training departments that will welcome the manuals you prepare—and they will put them to good use. The number of stores with such departments has increased in the past few years, but there still are not many of them. The primary job of the training department is to train in store systems and general selling techniques, and specific merchandise training is left to the buyer.

Therefore, it is through the buyer that your manuals are passed on to the salespeople. And it is through your own salesmen that your manuals should be routed straight to the buyer. Make your manuals an important element in your selling presentation to department stores. They will build good-will as well as volume for you.

Tips



"How to Get Profits from Inventories." Getting directly to the heart of the question of profitable inventory control, this 24-page booklet illustrates and describes modern methods of simplifying management of stocks to prevent losses either from too much or too little. Published by the Systems Division of Remington Rand, Inc., it shows why and how improved inventory records reduce clerical costs and conserve valuable executive time.

There's a "Chart-That-Thinks," which saves errors by eliminating calculations; there's a pointed discussion of the problem of how to determine most profitable turnover rates for individual items, as well as how to anticipate and determine trends in demand for stock items, and how to cut costs of buying, warehousing and disbursing stocks. Write for your copy to J. A. Grundy, Manager Systems and Methods Research Dept., Remington Rand, Inc., 315 Fourth Ave., New York 10, N. Y.

About Detroit . . . To supplement information compiled by the 1940 Census covering the Greater Detroit area, *The Detroit News* has included a count of dwelling units in its third Quinquennial Survey of the Detroit market. Intended primarily as a consumer survey, 12,786 interviews during the Spring of 1946 covered families in private households only.

The report of this study presents data on population, housing and economic rating of the area by municipalities and by Census tracts. Figures include comparisons between 1940 and 1946. And an insert map of the Detroit area (by Census tracts) enables marketing men to compare location with statistics—a useful guide, for example, in planning selling routes of the opening of new territories and distribution channels. Write to the Promotion and Research Department of *The Detroit News* for a copy of the report.

About Cleveland . . . Cleveland as a location for management headquarters is the subject of a booklet published recently by the Development Division of the Cleveland Electric Illuminating Co.

The pamphlet points out that within a 500-mile radius of the city are 11 of the Nation's 14 largest cities, 75 million people, and two-thirds of the country's wholesale market. Address the company at 75 Public Square, Cleveland 1, Ohio.

About Pennsylvania . . . According to a survey on peacetime industrial growth in Pennsylvania (based on questionnaires asking for actual expenditures in 1946 and 1947 and estimates on planned expansions for 1948), 1,086 out of 1,271 companies employing 100 persons or more reported that they had made major capital expenditures. The average size of expenditure per company: \$1,647,-973.

A classification of all firms queried, by types of products, is included in the report. For a copy, send inquiries to the Commonwealth of Pennsylvania, Department of Commerce, Harrisburg, Pa.

How's Jones Doing? Kuhn?

As they say in the ballparks, you can't tell the players without a score card. On page 114 you will find the score card on 213 leading cities. Check your salesmen's performances against the general sales picture in their leading markets.

THE CHEMICAL MARKET AUTHORITY
SINCE 1871



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VERTISERS BUYER AUDI-
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HERE'S WHY THE RE-
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To People who BUY Chemicals
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No Chemical business is fully exposed to buyers on Purchasing Boulevard when its ad misses an issue of OPD.

Make sure OPD gets all the news you want chemical buyers to know about your products, prices, facilities and personnel.



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Los Angeles 14
The Robt. W. Walker Co., 684 S. Lafayette Park Pl., Drexel 4368
San Francisco 4
The Robt. W. Walker Co., 68 Post St., Utter 1-5568

The fastest market service in chemicals purchasing for 1948. Every week's roundup of chemicals news from seller to buyer in One Business Hour.

How Straight Can We Shoot In Long-Range Sales Forecasting?

BY RUSSELL H. COLLEY*

President, A. S. Bennett Associates, Inc.

In 1944 the slide-rule experts at General Electric were asked to estimate sales volume on 18 electrical appliances for the first year of full production after war's end. They came up with figures that turned out to be 85% accurate.

In 1944, when military strategists were speculating on the probable date of the war's end, industrial economists and researchers were peering into post-war markets, measuring pent-up demand for established products and determining consumer reactions to new products.

Some sales executives were inclined to regard the barrage of buying-intent surveys and pent-up demand studies conducted during the closing years of the war as a "dime a dozen" or "not worth a plug nickel." Others heeded and were guided by soundings and predictions of researchers. How right or wrong were the prognosticators? How reliable is marketing research in sales forecasting?

Post-War Post Mortem

In the electrical appliance industry it is now possible to take a post mortem of post-war sales forecasts. This is a case history showing sales forecasts of 18 electrical appliances made by researchers of General Electric's Appliance and Merchandise Department in the Summer of 1944, compared with actual 1947 sales of these products. No attempt is made to dissect the dozens of different wartime surveys and forecasts or to discuss detailed statistical procedures or techniques involved. It is simply the story of how marketing research was successfully employed in a long-range forecast of the multi-billion-dollar appliance industry. For proper perspective let's look back to the Summer of 1944 when these forecasts were made.

The problems facing a manufacturer toward the end of the war were very real. Would peacetime production absorb his expanded plant capacity and labor force? Should he greatly increase his pre-war output? What products in the line would have the

strongest demand? What changes in the size, appearance, and features of the product would meet with the widest consumer approval? What new products coming out of wartime laboratories could be expected to sell, and in what quantities?

Have Production Goal

When a manufacturer plans to go into production of a product or line of products he must have some production goal or expectation. He must decide how many square feet of floor space will be needed, how many and what kind of machine tools, how much raw material and how much labor. Furthermore, he must have an estimated figure (or "bogie," in the vernacular of the sales department) on which to hang his distributive organization and advertising program.

Problems such as these prompted the management of General Electric's Appliance and Merchandise Department to call on their marketing research men for help in estimating post-war sales. No one knew in 1944 when the war would end or how soon industry could convert to peacetime production. Hence, the mythical year "194x" was devised as a target for sales estimates and forecasts. 194x was designated as the "first full production year after the war."

"How many refrigerators, radios, washing machines, irons and a dozen other products will the industry sell in 194x?" was the challenge flung at G-E researchers. With tongue in cheek and slide rule in hand estimates were prepared. Fortunately, much of the basic research work had already been conducted in anticipation of such a request. Actually, 22 market surveys were collected, studied and weighed for validity. Some of these had been conducted by G-E's own Research Department.

Others were conducted by Government agencies, trade associations and other sources. Then came the real problem of analyzing, interpreting, and the statistical procedures involved in blending a combination of data and studies into a single estimate for each of some 20 electrical appliances.

These estimates were published in the Spring of 1945 under the title of "Your Future and Ours in the Appliance Business," and distributed to thousands of appliance retailers and distributors throughout the country. The adjacent tables and charts show a comparison of actual 1947 sales (as compiled by "Electrical Merchandising") and the estimates made in 1944. In actual industrial practice an estimate would not remain stagnant for a period of as much as three years without further periodic soundings and adjustments upward or downward in the light of changing market conditions. The three-year gap between the published estimates and actual sales imposes a more severe test than would occur in the normal course of business practice. Now for the comparison.

Estimate: 85% Accurate

The combined estimates proved to be 85% accurate in predicting the sales volume of 18 electrical appliances for which comparable 1947 sales data were available from "Electrical Merchandising"—1948 statistical issue. In making the estimates, the general policy of "being about 10% on the conservative side" was

*The sales forecasts given here were made while the author was employed by General Electric Co., Appliance and Merchandise Department, as Supervisor of Consumer Research. While the estimates were based primarily upon the results of some 20 consumer studies, a certain amount of judgment was exercised on such questions as statistical procedure and weighting given to past performance. The final estimates represent the combined efforts of C. A. Brewer, Manager and Deryl Case, Assistant Manager of the General Electric Co. Distribution Services Division, and the author.

*First in Weekday Circulation, and
First in Advertising, In Michigan!*

The Detroit News

weekday circulation—

432,089*

is the largest of ANY

newspaper in Michigan

*average net paid circulation figures for
the 6-month period ended March 31, as
submitted by the publishers to the A. B. C.

Sunday Circulation—554,187

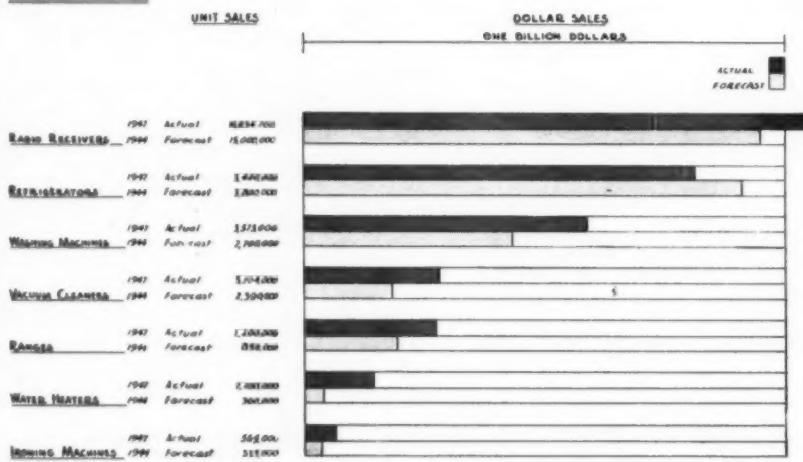
National Representatives: Dan A. Carroll, 110 E. 42nd St., New York 17—The John E. Lutz Co., Tribune Tower, Chicago 11



Owners and Operators of Radio Stations WWJ, WWJ-FM, WWJ-TV

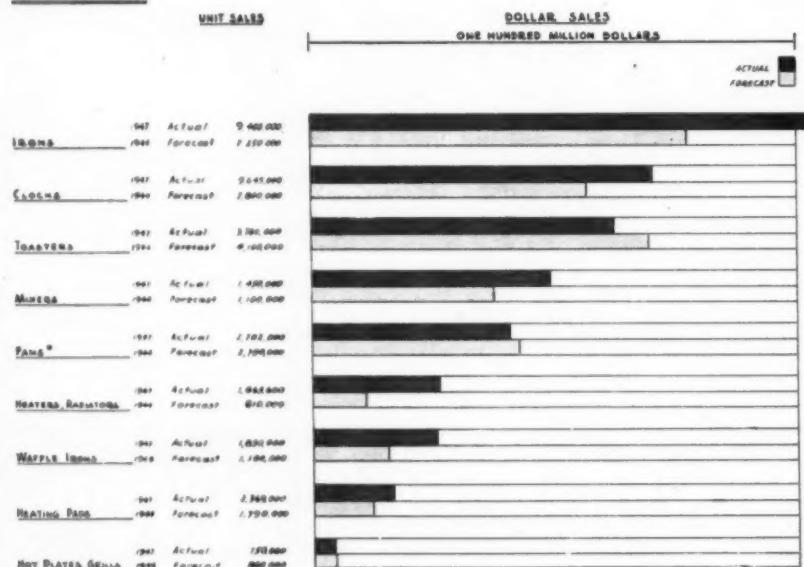
Compares Forecast With Results

MAJOR APPLIANCES



CALLING THE SHOTS: No market studies would remain unadjusted for three years, but these estimates, made in 1944, show the value—and some of the pitfalls—in long range forecasts for business.

PORTABLE APPLIANCES



* Excludes Attic Fans.

Sources:

- 1947 unit and dollar sales from *Electrical Merchandising*, Jan. 1, 1948.
- Unit Sales forecast from "Your Future and Ours in the Appliance Business," published by General Electric Co., 1945. (See page 98).
- Dollar Sales forecast obtained by applying unit forecast to 1947 average prices.

followed. This leaning toward the conservative side was pointed out when the forecast was published in 1945 under the title of "Your Future and Ours in the Appliance Business" with this statement:

"The estimates projected here represent what may be expected if only a minimum of sales effort is applied against the market. In fact, full-time employment and the prosperity which would logically follow in its path, depend on sales accomplishment much in excess of the figures indicated."

How About Appliances

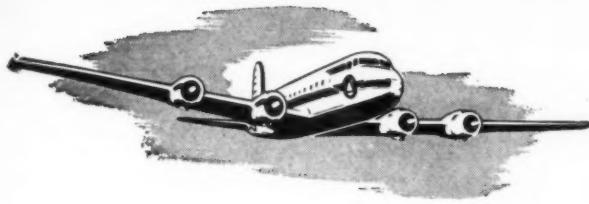
How accurate were the forecasts for individual appliances? Some were uncannily close, others were wide of the mark. An examination of these forecasts, product by product, reveals interesting points.

The estimate of 15,000,000 units of radio receivers was within about 10% of actual 1947 sales. Radio was one of the first electrical household products to get into full scale production after the war. As a matter of fact, the year 1946 is considered by many to be the "first full production year" on radio. In 1946, 14,000,000 sets were sold, which makes the estimate even closer than if 1947 figures are used. However, any long-term forecast which is more than 85% or 90% accurate represents more luck than science. Also, it was desirable to use 1947 as a common denominator in so far as possible. Hence 1947 sales comparisons have been used throughout.

Shows No Unit Sales Increase

The electric refrigerator was the only electrical appliance which failed to show a unit sales increase over 1941, the biggest pre-war year in the appliance business. The forecast of 3,800,000 refrigerators was nearly 12% long of the mark of 3,400,000 units actually sold in 1947. Most of the consumer surveys on which these estimates were based took into consideration total mechanical refrigerators (electric and gas) while the 1947 sales figures cover electric only. If gas refrigerator sales were added, the estimate would be practically "on the nose," but again the more conservative figures have been used rather than to introduce data from several different sources.

Electric washing machines broke all records in 1947 with 3,573,000 standard size units. This is double the biggest pre-war year (1941) and about three times the average over a 10-year period. The published fore-



*Shipping SOUTH
or Shipping NORTH*

*your AIR FREIGHT moves
FAST AND DIRECT*



between Detroit-Dayton-Columbus-Toledo and the SOUTH!



*On Delta-TWA "through flights"
the crews change planes*

Planes fly straight through.

Delta-TWA crews change at Cincinnati.

You get faster deliveries on shipments.

Rates Are Low

Here are typical rates on this new Delta-TWA route. Compare them with your other rates and you'll see you can save days at a cost in cents. Optional pick-up and delivery at all points.

PER 100 POUNDS BETWEEN:

Detroit-Atlanta	\$6.55
Detroit-Birmingham	7.55
Detroit-New Orleans	9.90
Atlanta-Toledo	6.55
Knoxville-Dayton	5.05
Atlanta-Columbus (Ohio) .	6.55
Detroit-Jacksonville	8.95

**Delta Air Freight
Takes A Load Off Your Mind**

Shipments arranged through any Delta or TWA office. For system-wide rates, call any Delta office or from off-line points write Air Freight Department, Delta Air Lines, Atlanta, Ga.



General Offices:
Atlanta, Ga.



DOING Big Things RIGHT makes the Dispatch a great newspaper



For Cooks!

Transportation companies ran extra busses. Columbus' largest theatre was packed for three days running. More than a hundred national advertisers participated. Housewives came from towns 25 to 35 miles away. This was the 15th Annual Dispatch Cooking School!

Cooking School is just one of many big things done right which make 99,251 of the 105,645 Greater Columbus families Dispatch readers. It's another reason why the Dispatch is the greatest selling force in this rich, 12-county, central Ohio trading zone — and another reason why alert advertisers use it for result-getting selling impact!

THE COLUMBUS DISPATCH

Ohio's Greatest
Home Newspaper

National Representatives:

O'MARA & DRUMSBEY, INC.

New York, Chicago, Detroit,
Los Angeles, San Francisco

NEW APPLIANCES

UNIT SALES *
SIX HUNDRED THOUSAND UNITS

ACTUAL FORECAST

	1947	Actual	1948	Forecast
HOME FREEZERS	1947	490,000	500,000	500,000
AUTOMATIC BLANKETS	1947	350,000	450,000	450,000

* 1947 Dollar Volume Not Available

NO MARKET HISTORY: Home freezers and automatic blankets, both specialty items requiring a large amount of education work, had post-war sales records reasonably close to the 1944 estimate for the year "194X."

cast fell 24% short of predicting washer sales. This is one point where the forecasters did not have full courage of their convictions. Survey after survey indicated that washers would outstrip refrigerators in unit sales, a concept which was inconceivable to those who had spent 15 or 20 years watching the sales curves of refrigerators and washers. Consumers were right when they placed the washer ahead of the refrigerator on the post-war buying list and a careful analysis of these surveys tells why. Consumers went into the war period "well heeled" with refrigerators. The average refrigerator in use at the beginning of the war was of fairly recent vintage whereas a good proportion of the washers were old and literally falling apart.

The "Why" of High Washer Sales

Other factors which contributed to the unprecedented sale of washers were the virtual disappearance of household help from the American family scene and the advent of the automatic machine. The estimates for vacuum cleaners and ranges, which also fell short of actual sales, would have been more nearly correct had greater weight been given to consumer surveys and less weight to sales history.

Lest complacency set in because of the 90% accuracy in forecasting the billion-dollar radio and refrigeration industries, attention is called to the exceptionally bad estimate on electric water heaters. In 1947 electric water heater sales reached 1,100,000 units, which is five times as many units as were sold in 1941 and about 10 times the pre-war 10-year sales average. The production and distribution of water heaters differs radically from other main electric appliances. Whereas a dozen leading manufacturers make the great bulk of the refrigerators, radios and

washers, there were over 500 water heater manufacturers prewar.

With the end of war orders, hundreds of manufacturers who could form a tank and attach a heating element and thermostat jumped into water heater production. (This is contrasted with the intricate tooling up and precision manufacturing problems of refrigerator producers.) The result was unprecedented production flowing to merchandise-hungry dealers who had no trouble disposing of 10 times their normal allotment. Regardless of the reasons, the sales accomplishment of water heaters compared with the sales forecast should act as a red flag to sales analysts and as an example of what can happen under extreme conditions of dislocation of production and demand.

The electric dishwasher, garbage disposal unit and clothes dryer are major appliances which did not get into full scale production until late in 1947. Estimates for these products should be compared with sales figures for 1948 which, when available, should more properly be construed as the first full production year after the war for these items.

Consumer Demand Up

For the nine portable appliances covered by this analysis, the over-all 1944 estimates were about 83% accurate. Electric irons and toasters came close to doubling pre-war sales averages, while such items as electric clocks, mixers, heating pads and heaters trebled or even quadrupled average sales in pre-war years. In view of these record-breaking sales, the 1944 estimates for portable appliances which fell only 17% short of 1947 sales, are as noteworthy as the estimates for major appliances.

The significant point about the two new appliances (home freezers and electric blankets) covered in these estimates is that the forecasts had to

rely almost entirely on marketing research. Sales experience, in any volume, was non-existent on home freezers and electric blankets prior to the war. Forecasting three years in advance the sales of electric blankets within 20% (forecast 450,000 units, actual 550,000) and home freezers within 10% (forecast 500,000 units, actual 450,000) is believed to be a greater tribute to the reliability of marketing research than the performance on radios or refrigerators.

The studies made on home freezers serve as an example of some of the steps involved before an intelligent estimate can be made of the market potential for a new product. Before the war few people had ever heard of a home freezer. When full production could be attained would this new appliance sell 50 thousand, 500 thousand, or 5 million units?

It took three years of intensive market study, including half a dozen consumer surveys, dealer and distributor surveys, and an analysis of trends in the frozen food packing and locker plant industries. After all of these studies were carefully weighed, a final estimate was made in a report dated March 27, 1944, from which the following is quoted:

"Since the home freezer is a new product with little or no pre-war sales experience, arriving at post-war sales estimates purely through the medium of consumer 'buying intent' surveys is extremely difficult. These surveys, admittedly, provide little more than a basis for making an intelligent guess.

"To summarize these consumer surveys, there appears to be a market for somewhere in the neighborhood of half a million freezers annually in the immediate post-war years."

Gives a Few Pointers

What conclusions can be drawn from this post-mortem which can be helpful to others confronted with the problems of sales forecasting?

Perhaps the principal conclusion is that marketing research, skillfully conducted and wisely interpreted has demonstrated the ability to come reasonably close to actual sales accomplishment. One of the most important questions in our entire economic system is to determine what to produce and in what quantities. Over-production results in price cutting, demoralization of the market and a valley of unemployment. Under-production means loss of competitive position as well as profit and em-

ployment opportunities. If marketing research can make some contribution to more accurate sales forecasting it is performing one of the most needed and valuable services to our economy.

This word of caution is offered to industrialists who might be inclined to look upon marketing research as a bonanza. Building a well conceived and soundly functioning marketing research operation is a long-term process. Even in the well established research department sales forecasting is fraught with uncertainties.

Competition Is Varied

In certain respects, predetermining how many people will buy an electric refrigerator or an automobile is a more precipitous undertaking than forecasting who will win an election. In the political poll there are two or three candidates or issues from which the voter can choose. In product sales forecasting a new washing machine may be in competition with a fur coat, a new roof for the house or piano lessons for the children. Economic conditions, price and quality of the product, and the supply situation can alter the consumers' intention of buying and knock carefully

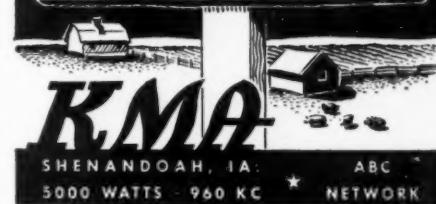
Around the World

Serving the

MIDWEST FARMER

Merrill Langfitt, KMA Farm Service Director, has traveled over 25,000 miles on three continents during the last 14 months to bring the Midwest farmer important farm news. Last year he reported on UNRRA's food distribution in Europe. This spring he told an on-the-spot story of the Tropical Research Center in Guatemala—an institution which is increasing the yield of corn 25 bushels per acre.

SUCH SERVICE MEANS LISTENERS AND LISTENERS MEAN SALES. Write us or see Avery-Knodel, Inc., national representatives.



Which one
meets your
Screening test?



If you're screening for figures — sales figures — it's the one on the right.

She buys to the tune of one of the highest standards of living in the world — suburban America's. Better Homes & Gardens' 100% service content screens her from the general run because her big interest is better living for her family.

America's First Service Magazine



**70% of all retail food sales
are made in DeBoth Food
Counties U.S.A.**

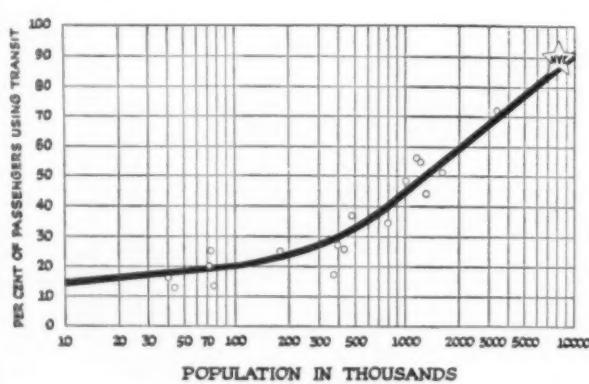
Those are the 1261 Counties in each of which Jessie's Notebook reaches from 20% to 100% of all the families with a median coverage of 43%.

We will be glad to tell you the complete story of maximum market coverage readership and continuity at minimum cost.

"JESSIE'S *Notebook*"

420 Lexington Ave.
New York 17, N. Y.
Lexington 2-1434

5 No. Wabash Ave.
Chicago 2, Ill.
Financial 1051



New York is top U. S. city in dependence on public transit...and that means more repetition for subway ads. *Of the city's adults . . .*

**9 OUT OF 10
ARE SUBWAY RIDERS!**

NEW YORK SUBWAYS ADV. CO., 630 FIFTH AVE., N.Y. 20

prepared estimates of sales into the proverbial cocked hat.

Certainly those venturing into sales forecasting should be fortified by broad business experience and "economic sensitivity" toward the economy as a whole as well as the particular industry and related industries, plus the abilities and facilities to employ research at every turn of the road.

In applying consumer buying-intent studies to sales forecasts, full measure should be taken of the degree of buying interest and inclination. Of the dozens of "post-war purchase surveys" conducted during the war, many came up with absurd answers if projected to total families. An examination of these surveys shows that many of them greatly overestimated sales. This may have been partly due to over-sampling of upper economic groups, which is a common failing of many consumer surveys. Perhaps the greatest weakness was the failure to screen out the "window shoppers." Developing techniques which will screen out wishful thinking is probably the most important ingredient in the successful application of consumer research to sales planning and forecasting.

Anyone who hopes to conduct a

single "one-shot" survey and arrives at a reliable estimate of future sales performance is himself a wishful thinker. As has been pointed out, these estimates were made after a careful analysis of over 20 consumer surveys and economic studies. Furthermore, periodic soundings had been made over a period of years. Research, to be successful, should be a continuing process.

Finally, marketing research cannot function at its best unless all of the important top management decisions affecting sales are known. Changes in engineering might alter the character of the market; production changes might affect the price and shifts in distribution policy might open up new markets. These internal changes must be known and blended with studies of general economic conditions. With such background, the study of human behavior, which in its commercial application is known as consumer research, can be most effective as an aid to management in preparing for the future of a product or industry.



ROPE WITHOUT TANGLE: Rope unreels smoothly and is measured quickly and accurately by a "speedometer" type dial on the new floor or counter display of Plymouth Cordage Co., North Plymouth, Mass. A keen blade knife attachment makes rope cutting easy. The Plymouth Salesmaker was designed by Display Guild, Elmhurst, N. Y.

SALES MANAGEMENT

Promotion

"Push-Button Selling"

That's the name on a presentation of the business film story going to top sales, advertising and public relations executives. The booklet, published by Associated Filmakers, Inc., 45 Rockefeller Plaza, New York City, demonstrates that the "logic of selling demands a place for films in every sizable selling and advertising program." It points up the low ceiling accepted for advertising response, then argues that *words*—a basic sales tool—by themselves are not only inadequate but often misleading.

Ohio Liquor Sales

The *Cleveland Press* has completed its 13th annual analysis of Ohio liquor sales, for the calendar year 1947. This study has come to be regarded as one of the most complete and comprehensive studies of its kind. Data are not confined to the Cleveland market but are a detailed record of both dollar and gallon sales for the year in each of Ohio's five sales districts. This factual sales report is possible because of Ohio's monopoly operation. The Ohio Department of Liquor Control produces a special report for *The Cleveland Press*, which is used as a basis for all sales and percentage figures contained in the report.

Gas Reports

Gas, The Magazine of the Gas Utility Industry, has issued a survey report which purports to determine the industry's plans for 1948. The results tabulated in the eight-page folder represent 40.9% of the total gas meters in the United States. Estimated new construction, with a breakdown of outlay, and miles of pipeline to be laid in 1948, is arranged in tabular form. The pub-

lication is at 1709 West Eighth Street, Los Angeles, 14.

Allentown

Turning the spotlight on Allentown, Pa., is the handsome book, "A Progressive Community," prepared by Call-Chronicle Newspapers, Inc., Allentown. First the booklet locates the city by proximity to other important areas, then it dips into such things as industry, transportation, labor markets, agriculture and government. The back cover carries a listing of Allentown's major industries.

Circulation Trends— N. Y. Newspapers

The New York Times has issued another of its authoritative booklets; this one on the pre-war and post-war circulation and advertising trends of New York City newspapers. The figures are taken from publishers' statements to the A.B.C. for the period ending six months March 31, 1948. Advertising lineage is delineated by total advertising, retail, department store, classified, general and financial advertising. The paper will supply you.

MARKET FACTS about America's Huge Ice Cream Manufacturing Industry

BUYING POWER

The ice cream industry is rapidly increasing its billion dollar annual production. And the machinery, supply, and manufacturing equipment needs of America's ice cream plants are incomparably greater than ever before. Millions of dollars are being spent, and millions more will be spent to keep plant capacities in pace with expanding volume. This stable, soundly financed basic food industry represents one of the nation's liveliest, richest, most rapidly growing markets.

ACCESSIBILITY

The ice cream industry market is readily accessible . . . even to manufacturers and suppliers who have never sold it before. The entire intricate structure of ice cream plant purchases has been charted, classified, and made readily understandable by THE ICE CREAM REVIEW, the leading ABC business publication. Market data, surveys, and current questionnaire-findings are available without cost to agencies and advertisers . . . the sure way to get the utmost value out of advertising and sales promotion to the industry.

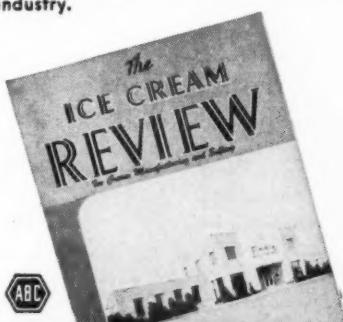
PENETRATION

To advertisers and their agencies, THE ICE CREAM REVIEW clarifies the usual complexities of a new nation-wide market. The selective circulation of the "REVIEW" thoroughly penetrates the ice cream manufacturing industry . . . quantity for complete coverage . . . and quality to assure an able-to-buy audience. Through THE ICE CREAM REVIEW Market Data Service distributive channels and jobber set-ups are simplified. Many a new product has found immediate sales acceptance in the industry because of "REVIEW" assistance in locating and establishing jobber representation.

READER-RATING

Time after time our own questionnaires and independent queries sent out by advertisers have repeatedly proved that THE ICE CREAM REVIEW is the FIRST CHOICE paper in the industry. This voluntary reader-rating is the best evidence of "REVIEW" leadership in industry affairs and the attentive audience it serves through its informative advertising pages. THE ICE CREAM REVIEW consistently carries more pages of helpful articles and technical information and substantially more pages of advertising. Write for facts.

Free to advertisers and advertising agencies: marketing, merchandising data, and live survey facts to help you plan more effective advertising and increase your sales to the dairy industries. Lists and addressing-mailing services at moderate cost. Ask us — we have it — or get it.



THE OLSEN PUBLISHING COMPANY
1445 N. FIFTH STREET

MILWAUKEE 12, WISCONSIN



How did this dairy nearly double its quota of new accounts? It was through close adherence to a six-point plan which drew upon the sales talents of employes & families.



Employe Sweepstake Opens 18,000 New Outlets for Arden Farms

Half a dozen points stand out in an employe sweepstake drive for new customers, staged the first two months of this year by the Southern California Divisions of the Arden Farms Co., Pacific Coast dairy firm.

Objective: 10,000 new retail and wholesale accounts.

These are the elements that brought success in a field where drives have not always clicked:

- 1. Thorough planning.**
- 2. All employes eligible.**
- 3. Contestants work on their own time, anywhere.**
- 4. Fair, thorough scoring system.**
- 5. Prizes for everybody.**
- 6. Grand prizes awarded by drawing.**

Arden operates approximately 50 dairy plants in California, Washington, and Oregon. Last year business totaled about \$25 million. The company produces and distributes more

than 50 dairy products, including various grades of milk and cream, cottage cheese, ice cream, orange juice, butter and eggs. They employ more than 2,500 workers all told, about 1,800 in the Los Angeles area.

1. Thorough planning: The idea originated with top management, and the general outline was determined after many discussions, suggestions, rejections, revisions. Rules were written to insure everybody starting on an even footing, regardless of type of employment. Planned handicapping eliminated grievances. Everybody was happy, nobody quibbled.

To simplify everything, the campaign was concentrated on one product — fluid milk. Other products, broadly, sell in ratio to milk.

Four grand prizes were offered:

1. Ten-day trip to Hawaii: two persons, all expenses paid, full salary while away.
2. Similar one-week trip to Mexico.

3. and 4. Four-day trips to Palm Springs, San Francisco, or Death Valley.

When the general plan was clarified, T. D. Lewis, vice-president and general manager of sales, advertising and merchandising, took over direction of the sweepstakes. He was aided by W. L. Buss, merchandising manager; D. J. Bricker, campaign committee chairman.

Advertising Technique

The plan was vividly presented in advertising language, with illustrated broadsides, direct mail, bulletins, etc., printed in color. This material was supplied by the company's Los Angeles advertising agency, the Productive Advertising Agency.

Prices were obtained through Cappel MacDonald Co., Dayton, Ohio, which specializes in sales contests. Arden management believed that merchandise prizes should consist of items proved by experience to be most desirable. A 48-page catalog

was printed, illustrating the hundreds of prizes. Contest rules and a reference list of Arden products were printed on the inside covers.

2. All employees were eligible: Drives are often restricted to sales employes, but Arden decided that latent sales talent existed in other branches—in production, office and so-called non-productive departments.

Not only employees, but their families, were eligible to participate in the campaign. Some of the best records were turned in by employes in other than sales departments, and by wives, sons and daughters. Topmost executives participated, attained good scores, and selected their prizes from the catalog.

Employes in sales work were handicapped to put non-selling contestants on a fair footing, as was explained in the rules. An employe who left Arden during the campaign was eligible for any prizes earned, but not for the grand prize drawing.

3. Contestants worked on their own time, anywhere: Arden employes in every department solicited new milk customers on their own time.

These new customers were placed on service in any community served by the company in Southern California. This provided a large number of potential customers. To guard against employes selling customers who might later be found outside Arden service, campaigners were given mimeographed lists of towns "in bounds," separately listed by retail and wholesale service.

4. Fair, thorough scoring system: To turn 1,800 eager beavers loose to sell meant definite hazards. Necessary customer information had to be supplied, as well as information for scoring. Arguments about prices, deliveries and other details had to be forestalled. The scoring system had to be economical in paper work.

Each new customer, retail or wholesale, had to be a buyer of fluid milk, which was scored alone. He had to stay on service at least 30 days. Any customer who had discontinued service before the campaign started could be solicited by any employe, and credited if re-sold. But a retail (household) customer who discontinued service during the campaign was not scored, even if re-sold.

Each campaigner received a booklet of numbered order blanks, check book size, with three sections to be filled in by the employe who completed a sale. The principal section had spaces for names, addresses, cities, zones, divisions, routes, time of starting service, estimated amount of milk that would be taken, and point values. Another detachable section was devoted to the company division in which the sales were made, handled by the division captain. The third section was in the form of a stub to be filled in by the employe for his own information—customer names and addresses, estimated orders, and points.

Contest Rules

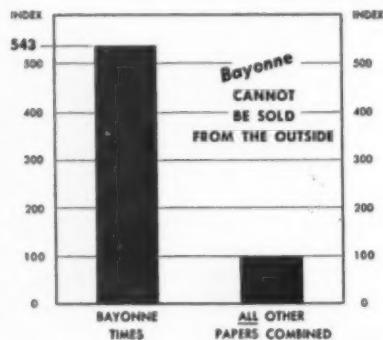
Printed on the inside covers of the order book were rules defining retail and wholesale customers, and suggestions for selling. Retail customers included members of households; wholesale prospects included grocery stores, markets, delicatessens, cafes, restaurants, malt shops, fountain lunches, hospitals, hotels, and institutions. There was also a list of Arden products, and the areas served.

Scoring was based on a quart of fluid milk, taken every other day,

A black and white illustration of a man in a suit and tie, smiling and pointing towards a spiral-bound notebook. The notebook has a dark cover with the text "GREATEST CIRCULATION (280,000)" at the top, followed by "PLUS", "HIGHEST SUBSCRIPTION RATE", "EQUALS", and "GREATEST ACCEPTANCE!" in large, bold, stylized letters. Below the notebook, the text "Circulation Rates:" is followed by "Post-Intelligencer 1.85 month" and "Second Paper . . 1.50 month". To the right of the notebook, the text "the Post-Intelligencer seattle" is written in a cursive font.

REPRESENTED NATIONALLY BY HEARST ADVERTISING SERVICE

NEW JERSEY'S FOURTH LARGEST MARKET



More than 5.4 TO ONE

THE BAYONNE TIMES delivers over 5.4 times more family coverage in Bayonne than all other competitive newspapers combined. \$69,246,000.00 in Retail Sales for 1947 makes Bayonne a good market. 93% Home Delivery makes THE BAYONNE TIMES a good paper for Foods, Drugs and other Retail Sales. Send for a copy of THE BAYONNE TIMES Market Data Book.

THE BAYONNE TIMES
NATIONALLY REPRESENTED BY
BOGNER & MARTIN
295 Madison Ave., N. Y. • 226 N. La Salle St., Chicago

15 MILLION NEGROES MUST EAT AND DRINK

And they have 10 billion dollars to spend! If you have food, drinks, cosmetics, liquor or any other products to sell, the best way to reach the Negro is through the Negro papers and magazines he reads with interest and confidence. Advertising in these papers pays big dividends, for the American Negro is the most loyal customer in the world. For full information of this great market, write today to Interstate United Newspapers, Inc., 545 Fifth Ave., N. Y., serving America's leading advertisers for over a decade.

NOTE: We now have facts compiled by the Research Co. of America on brand preferences of Negroes from coast to coast, the only study of its kind ever made. Write now for this free information.



They're to be found in the building supply industry right now. But, you've got to know "pay dirt" when you see it.

**COOL
ALL NIGHT!**

Guest-controlled
air conditioning
noiseproofing
and a radio
in every room!

**COOL
ALL DAY!**

HOTEL
Mayfair
ST. LOUIS

as Arden deliveries are made on a two-day basis.

For retail customers sold by non-selling employees the ratio was 100 points a quart. Route salesmen and foremen received 50 points. Soliciting crewmen and managers received 10 points. Their jobs are selling, and this handicap was fair both to them and to the other campaigners.

For wholesale customers a minimum order of 12 quarts daily was required, based on six-day service for 30 days. Non-selling employees scored 20 points a quart or 240 points on the minimum; routemen, 10 points; salesmen, 5 points.

To protect salesmen who were working on prospects who could not be won over by December 31st, the day before the campaign started, any other employee could solicit the same prospects as soon as the contest started. If the salesman closed before December 31st, he was credited with points for the coming contest.

5. Prizes for everybody: When points were validated by division supervisors, the employee could order point values in prizes. There were prizes such as a toy or a ball-point pen, for as low as 100 points (30 days' delivery of one quart of milk to a home). Each prize was priced in points and several different prizes could be ordered if the employee earned the required number of points.

Typical of the wide variety and appeal of the prizes were:

Prizes	Points
Harmonica	400
Coffeemaker	940
Pressure cooker	1,594
Sports shirt	2,200
Velocipede	3,394
Bicycle	9,356
Combination radio	56,400
Piano	116,530

Prizes were ordered on a duplicate prize order blank, giving the number and name of the article, catalog page, number of points required, size, color, finish, and other details for clothing, etc. These were sent to Arden head-

quarters and in turn forwarded to the prize supplier, after points were checked and validated. When the prizes were delivered, the employee was asked to check them thoroughly, report any damage to the Arden company, and hold the article until an adjustment could be made.

6. Grand prizes awarded by drawing: Everybody had an equal chance to win the grand prizes. The lowest point holder had his number in the drawing and had as good a chance to win a trip as the highest point holder. The following method was used:

The order blank stub had to be verified by the campaign captain of the employee's division. When it was returned to him he dropped it into a sealed container at his division office.

When the contest ended, these containers were brought to Arden headquarters, opened, and all stubs put in a specially designed mixing barrel for the drawing.

The drawing was the climax of the campaign. For this occasion the company staged a dinner at the Beverly Hills Club for about 60 representatives of different branches and departments. Barbara Lawrence, 20th Century screen star, drew out the winning numbers. These were the winners:

Hawaiian trip: Gus and Winifred Barwood, Santa Monica. Mr. Barwood, a retail relief man at Beverly Hills, turned in 50 new retail accounts.

Mexico City: James and Madeline Poole, Los Angeles. Mr. Poole has a Glendale retail route, No. 534, and obtained 31 new customers.

Palm Springs or Death Valley: Charles and Cecile Bledsoe, Santa Ana. Mr. Bledsoe, a retail relief man, obtained 65 new retail accounts.

San Francisco: Rollie and Mildred Light, retail sales, Beverly Hills.

The drawing method was highly successful and provided a continuous incentive during the campaign. Recent reports indicate that 85% of the new customers gained during the contest have remained on service.

Survey of Buying Power, Continued

Retail sales figures from the annual Survey of Buying Power are kept up to date monthly for 213 cities in "High Spot Cities." See page 114 this issue.

New Books for Marketing Men

Dartnell Directory of Mailing List Sources. Published by The Dartnell Corp. Price \$5.00.

Here's a new directory of mailing lists containing data on more than 1,200 lists in 239 classifications. It's probably the most extensive compendium of such lists in existence, gives full information about all the lists cataloged . . . date of publication, number of names, cost, distribution control, frequency of issue. The arrangement is alphabetical and all listings are cross-indexed. A foreword discusses the uses of mailing lists in business and offers pointers on the organization, selection, development and cleaning of lists for direct mail.

Small-Space Advertising. By the staff of *Printer's Ink* and leading contributors. Published by Funk & Wagnalls Co. Price \$4.00.

Advertising soundly in small space is a ticklish business. To aid the advertiser who must deal with the problem is the aim of this book. Material covers virtually every phase of small-space advertising: uses, copy, art, layout, media, inquiries and coupons, testing, classified and case histories.

Standard Business-Conference Technique. By Carl Heyel. Published by Funk & Wagnalls Co. Price \$2.50.

Mr. Heyel is assistant to the president, Lehn and Fink Products Corp. His book

is an executive's guide to more successful business-conferences. Between its covers the author has included the do's and don'ts of this important management tool in 136 tested rules. He goes into detail to show how the business-conference can be used to successfully attack business problems of every sort. Each phase of the conference, from plan to procedure, has been covered fully.

1948 Directory of the Variety Market. Published by Syndicate Store Merchandiser. Price \$10.00.

Syndicate Store Merchandiser boasts the largest audited circulation reaching the variety store market. Annually the publication gets out its Directory. This one is in seven sections, covering every aspect of the variety store market, lists more than 15,000 individual business organizations including 1,200 variety chains in its 540 pages. In addition there are 14 pages of variety store marketing statistics and listings of manufacturers (names, addresses, products and brand names) who supply five cents to \$5.00 merchandise. There are also listings of wholesalers of variety lines, manufacturers' sales representatives of the field and packaging and materials suppliers.

Twelve Guides to Modern Salesmanship. By Walter Horvath. Published by Prentice-Hall, Inc. Price, by sets, 25 copies, \$2.50 (With reductions for quantity orders.)

"Here," says Prentice-Hall, "is an integrated, tested six-months' campaign for stimulating your salesman." The booklets are scheduled to provide a new one on a different subject every two weeks for a six months' period. Each covers

a different phase of sound selling, each has tested selling methods broadly outlined, together with true sales-success stories. First in the series of booklets is, "You Can't Sell if You Can't Close."

Sales Manager's Handbook. By J. C. Aspley. Published by The Dartnell Corp. Price \$10.00.

Some sales executives call this handbook the "Bible of sales management practices," because it answers a thousand-and-one questions covering every part of the sales manager's job from preparing sales bulletins to running sales contests, from territory allocations to salesmen's compensation. The book was published first in 1934, has gone through many additional publications. This, the latest, brings the material up to date. Company names are quoted and scores of illustrations are used.



Write:
Davenport Newspapers for
Complete Information.

TRAINING DIRECTOR WANTED

One of the country's most progressive merchandising firms wants man in Chicago area under 30 years of age. Education and experience must be along line of Personnel, Training or Retail Merchandising. Must be able to step into well planned and organized training program and direct its further development. Earnings \$5500 to \$7500 depending on experience and training of man accepted. Write giving age, education, residence, family and marital status. Describe all work experience, giving employment dates, nature of duties in each position, and details of all training done. All such replies will be answered and treated confidentially.

Address:

Robert N. McMurry & Co., Consultants
Attention, James S. Arnold
332 S. Michigan Ave., Chicago, Ill.

ADVERTISING SALES LITERATURE

Copy, layouts, ideas for Publications and Direct Mail, expertly prepared at low cost.
ROBERT PETERSON, Phone Central 6750,
442 Civic Opera Bldg., Chicago 6

"C-L-O-S-E" MAKES THE SALESMAN

BY LEON EPSTEIN

Newest booklet in the SELLING SIMPLIFIED Series. Available soon for quantity purchases. SAMPLE COPY FREE to executives writing on company letterhead.

Sales Research Institute, 103 Park Ave., N. Y. C.

Media and Agency News

Business Magazines

At the annual meeting of the Business Newspapers Association of Canada held in Toronto recently, R. C. Rowe, president of National Business Publications, Ltd., Gardenvale, Que., publishers of industrial journals, was elected president of the Association. The Association's membership comprises more than 100 periodicals published in various cities and towns, mostly monthlies with Dominion-wide circulation.

A new way of celebrating a 25th anniversary is being used by *Ceramic Industry*, published by Industrial Publications, Inc., Chicago. According to the publishers: "We decided to forecast the next 25 years for the benefit of the industry instead of patting ourselves on the back with a traditional review of the past 25 years."

The June issue of the magazine contains predictions by 17 outstanding men for technological developments in ceramics. These will cut costly time in manufacture of everyday ceramic products such as porcelain enameled major appliances, glass containers, window glass and tableware, dinnerware, floor and wall tile, sanitaryware and electrical porcelain, and will give more consumers better products at lower prices.

These advancements involve the latest thinking in chemistry and nuclear physics, and include pioneer research long underway in the industry. Some of the developments are porcelain enamel lumber, return to coal as fuel, cheap surface treatment for strength, and many new purposes for glass.



Because BSN brings news that its readers convert into sales, it's the best messenger for your sales-message.

"This fastest expanding industry," the magazine points out, "employs 381,600 wage earners and 32,100 salaried employees. It produces \$2,-



CONGRATULATIONS: Andrew J. Haire (left), publisher, Haire Publishing Co., and E. F. Hamm, Jr. (right), president, Traffic Service Corp., are newly elected board chairman and president, respectively, of The Associated Business Papers.

000,000,000 worth of products in 3,107 plants."

A new national business magazine will enter the field of management relations September 5. The title of the new publication, a monthly, will be *Manage*. While serving as the official publication of The National Association of Foremen, replacing *Supervision Magazine*, it will accept subscribers outside of its initial controlled circulation of 40,000. The magazine will invite selected advertising.

Newspapers

Aiming for a new standard of uniformity and completeness in the presentation of local market and media data to advertising agencies, the Bureau of Advertising, American Newspaper Publishers Association, has mailed to every United States daily

its pilot model for a Standard Market & Media Data Form for which it urges nationwide adoption.

The new form is the product of more than a year of collaboration between the research department of the Bureau of Advertising, the newspaper committee of the American Association of Advertising Agencies headed by H. H. Kynett, of Aitkin-Kynett Co., and the research committee of the Newspaper Advertising Executives Association, headed in 1947 by John F. Lewis, *St. Paul Dispatch & Pioneer Press*, and in 1948 by Russell Harris, *Buffalo Courier-Express*.

Alfred B. Stanford, director of the Bureau of Advertising, declares: "Now, we hope, the Standard Market & Media Form will, for the first time on a national scale, provide advertisers with market data to enable them to evaluate sales opportunities, market by market, on a basis of reasonably complete and strictly comparable information . . ."

Genesis of the project was in a survey of A. A. A. member agencies which disclosed, early in 1947, that no single research effort on the part of newspapers would be so generally useful to agency campaign planners and media buyers as a standard market data form of the type now completed.

The new form includes 25 basic classifications of information, in addition to a prescribed form of map showing the boundaries of each market's ABC retail trading zone, city zone and city lines, together with principal rail, road and water transport routes.

The first report in the newly-launched Continuing Study of Weekly Newspapers, covering The Advertising Research Foundation's examination of the March 18 issue of *The Elkin Tribune*, N. C., has just been issued to advertiser and



CLUES to Charm's BG (Business Girl) are found and filmed in animated color movie by Paul J. Fennell Co. An extremely label-conscious customer, BG could fill five major American cities.

KSL FIRST in NEW HOOPER INDEX!



K. S. SELLOGRAM

OF THE MILLION PEOPLE IN KSL'S 50-100% BMB DAYTIME COVERAGE AREA, MORE REPORTED LISTENING TO KSL MOST FREQUENTLY OR THE MOST TIME THAN TO ANY OTHER STATION OR REGIONAL NETWORK - MORNING, AFTERNOON AND EVENING.*

KAY S. SELL

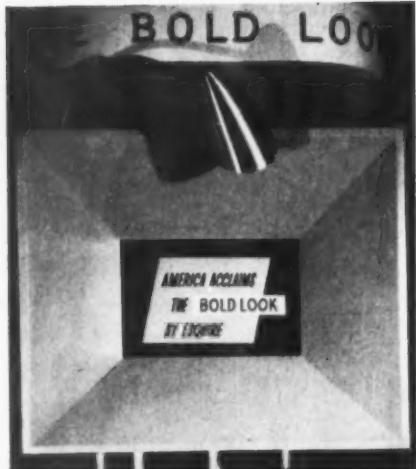
*KSL HOOPER LISTENING AREA COVERAGE INDEX, SPRING, 1948



This means that to reach ALL of your prospects in the 69-county, 8-state Salt Lake City wholesale distribution area — a \$695,000,000 market of over one million people — you'll need KSL. For this is KSL's daytime coverage area, where city dwellers and farmers, retailers, distributors and wholesalers, are all reached by one powerful medium—KSL. Ask Radio Sales for details.

KSL

50,000 WATTS • CLEAR CHANNEL • SALT LAKE CITY
Represented by RADIO SALES, Radio Stations Representative, CBS



DRAMATIZED: Today's style trend in men's wear, dubbed "The Bold Look" by *Esquire*, is being merchandised throughout the country by the magazine. Fillip to the effort is *Esquire's* shadow box, above, and publicity display, currently booked in leading retail outlets, nation-wide.

agency executives interested in the weekly newspaper medium and to editor and publisher members of the Weekly Newspaper Bureau of the National Editorial Association.

This study—the fourth major readership research project of the Foundation—employs a technique created especially to provide information about readers of weekly newspapers as well as facts about readership of the papers. The findings take into account non-readers as well as readers in the families receiving the newspaper examined.

For these reasons, Study Number One in this new series provides the answers to such questions as:

How many persons per family receiving the paper are readers?

What is the total number of readers among all *Elkin Tribune* families?

What are the readership scores for each page, advertisement, news story, picture, editorial item, etc.?

What is known about the families

receiving the paper—their composition, education, occupation, etc.?

Because hundreds of weekly newspapers circulate in different types of communities—agricultural, agricultural-industrial, industrial, and suburban—the Foundation cautions that the scores presented in Study One cannot be taken as typical of the readership of weekly newspapers as a whole. However, the figures do adequately represent the readership of *The Elkin Tribune*, which is situated in an agricultural-industrial community.

It is hoped that weekly newspapers in each of the four types of communities can be examined in a continuing cycle in order to compile substantial validated research data for advertisers and agencies, and publishers and editors.

T. E. Callis, formerly advertising manager, has been appointed advertising director of *The Wall Street Journal*. He is now in charge of advertising sales, promotion and production for *The Wall Street Journal's* National Edition—the combination of the Eastern, published in New York City, the Pacific Coast, published in San Francisco, and the recently started Southwest Edition in Dallas, Tex.

Radio

Broadcast Measurement Bureau reports that 37,623,000 families in the United States own one or more radios in working order as of January 1948. This represents 94.2% of all families in the country, and compares with BMB's estimate of 33,998,000

or 90.4% ownership in January 1946. In that year BMB estimated total families at 27,600,000 or 23,000 less than the present number of radio families. BMB estimates total families in January 1948 at 39,950,000.

New England is first among the nine geographic areas in percent ownership with 98.2%, up from 96.9% two years ago. Massachusetts again leads all the States percentagewise, with 98.9% radio ownership. New York State ranks highest numerically with 4,001,700.



THOMAS B. McFADDEN has been promoted from assistant manager to manager of NBC's New York City station, WNBC.

Urban radio ownership has risen slightly from 95.2% to 95.7. Rural non-farm ownership is up from 87.4% to 94.4% and rural farm ownership stands at 88.7%, up from 76.2% in 1946.

Numbers of families were estimated by BMB from Census data according to a formula developed in cooperation with, and having the approval of, the United States Bureau



"**HIT THE JACKPOT**," newly titled CBS package series, now being sponsored by De Soto-Plymouth Dealers of America. From left: W. C. Gittinger, CBS vice-president in charge of sales; J. B. Wagstaff, vice-president and general sales manager, De Soto Division of Chrysler Corp.; Ben Duffy, president, Batten, Barton, Durstine & Osborn, Inc.; J. J. Karol, CBS sales manager.



—that you're in business to do business; that you're on the lookout for immediate sales.

of the Census. Radio ownership was determined by personal interview surveys specially conducted for BMB throughout the country by Market Research Company of America and Alfred Politz Research.

Commenting on the survey, John K. Churchill, BMB director of research, states that the Bureau hopes that the United States Census which will be made in 1950 "will include a question on radio ownership to serve as a benchmark for these and future BMB estimates."

"Radio Families U. S. A.—1948," now in preparation, will be published in two volumes. The first will include information on multiple set, auto radio, FM and television ownership, radio ownership by economic status and extent of listening as uncovered by the field work. These tables will be for the United States as a whole, by urban, village and farm, by the four regions and by the nine geographic areas. Volume II will show total families, percent of radio families and number of radio families for each county and approximately 1,300 cities. Both will contain Canadian supplements.

Television

A gross time charge of \$3,850 an



Not you—if you know where to find lots of people with plenty of money, who want to be sold.

This is why many big businesses are reaching out to find their new customers—the only outlet to their ever-expanding productive capacity lies through Farm and Main Street magazines.

More than 3,750,000 families—more than 80% of all people in the U. S. are part of the family unit and on the advertising front, *Hawthorne, you cannot surpass the farm* and the trading centers, they are one and the same.

Seven straight years of higher and higher incomes for farm families and the huge demand to fill all the 20-year requirements of the household head have caused the advertising market to grow.

More than 80% of the nation's population lives on Main Street. Our farmers are the only customers ringing Main Street's cash registers. Main

Street advertisers are employing more and more people, building out front pay envelopes. Main Street's need for individual parcels often runs into thousands of dollars.

For example, there is no better or more effective business on Main Street and that fact, where there are large sums, will find a "seller's market."

But are you certain that leading advertising agencies put the best of their circulation into this ledger, better half of America? You'll need to shift and expand your selling approach to reach these new customers both on Main Street and in the trading centers.

That's where *Farm Journal* and *Pathfinder* come in. They are the oldest and most big businesses are reading them. *Farm Journal* and *Pathfinder* from cover to cover and more customers among them prospective farms and Main Street families.

How about you?

3,750,000 families buying on Main Street
FARM JOURNAL, INC. OSCAR PATTERSON, President

NOT OPINIONS, but facts about farming, America's biggest business, are color-slide presented by *Pathfinder* and *Farm Journal* in their scenario, "Calling All Agencies." Advertising magazine display, above, ties in to this story of \$111 billion-asset business, doubled since 1940.

hour for 10 stations is listed by the American Broadcasting Co. in releasing the industry's first television net-

work rate card. In addition, fees for studio rehearsals and provision of mobile units to advertisers for remote television pick-ups also are covered in the rate card.

The rate card is effective immediately and it covers ABC's five owned and operated television stations — WJZ-TV, New York City; WENR-TV, Chicago; WXYZ-TV, Detroit; WMAL-TV, Washington, D. C.; WTCN-TV, Minneapolis, Minn.; WDSU-TV, New Orleans; KFMB-TV, San Diego, Calif.

ABC's key New York City television station, WJZ-TV, is scheduled at a gross evening hour rate of \$750.

This rate will be increased to \$1,000 an hour when the station goes on the air approximately August 15. Advertisers who contract with WJZ-TV for time prior to the station's start in commercial operations will receive protection at the \$750 rate for the first six months that the station operates commercially, it was announced.

All five of ABC's owned and operated television stations will be on the air before the end of 1948. The current rate card covers these owned and operated stations together with the first five stations to sign video affiliation.



CIRCULATION
(Standard Rate & Data)

PEORIA	92,861
(Journal and Star)	
Springfield	76,563
(Journal and Register)	
Rockford	71,020
(Star-Register-Gazette)	

BUYING INCOME
Effective (Net) County

PEORIA	\$276,199,000
	\$5660 per family
St. Clair	\$232,589,000
	\$4473 per family
Madison	\$208,247,000
	\$4099 per family

BUYING INCOME
Effective (Net) County

PEORIA	\$276,199,000
	\$5660 per family
St. Clair	\$232,589,000
	\$4473 per family
Madison	\$208,247,000
	\$4099 per family

"PEORIA NEWSPAPERS
are the **BEST** in the U. S.
for **TEST**" . . .

says Sales Management's recent survey of 156 agency and advertising executives.

Your FIRST Market

IN ILLINOIS (Excepting Chicago)

POPULATION (City)		Metropolitan POPULATION (County Areas)
PEORIA	119,800	PEORIA 221,400
Rockford	94,200	Rockford 133,000
Springfield	88,400	*Rock Island, Moline 125,600

*Davenport, Iowa population not included.

Courtesy Copy of 2nd Annual Consumer Analysis Available to Advertisers and Agencies.

Roy A. Pratt
Nat'l. Adv. Mgr.



Peoria JOURNAL • STAR
PEORIA NEWSPAPERS, INC., Agent.

TEST CITY U.S.A.

FIGURES ARE FROM S.M.'S 1948 SURVEY OF BUYING POWER.



ELECTED: Edward T. Batchelder, Cy Norton, and John F. Kurie have been elected the first vice-presidents in the history of the Association of National Advertisers.

tion agreements with ABC's expanding television network.

Peter Paul, Inc., for Mounds Candy; United Air Lines; Edgewater Dealers Association for Chevrolet automobiles; Pioneer Scientific Corp. for Polaroid Filters, have bought spot series on CBS Television Station WCBS-TV, New York City. . . . Five more sponsors using a total of 104 commercial announcements, have been added to WCAU-TV's list of advertisers. They are the Hill Shoe Co.; Solis S. Cantor Advertising Agency; George Gorson, local Chrysler automobile dealer; Jacob Reed Store; Swan Bottling Co.—all of Philadelphia. . . . The Benrus Watch Co., in its first entry into television on a long-term basis, has signed a 52-week contract with WJZ-TV, New York City.

According to Television Broadcasters Association, a survey of television dealers and distributors in the Milwaukee, Wis., area, reveals that 3,176 video sets had been installed by June 1, an increase of 155 sets per week since May 1, in the territory served by WTMJ-TV, *The Milwaukee Journal*.

Agencies

Two of Great Britain's top adver-

tising agencies will combine forces next fall and for the first time move into the American advertising field. The new agency is being formed by S. H. Benson, Ltd., and Mather & Crowther, Ltd., both of London. It will be known as Benson & Mather and will start operations in New York City, September 1. Although initiative for the venture emanates from England, where the two agencies have been serving both American and British clients for a combined total of 151 years, the new organization will be staffed by Americans and by Britons who have had American advertising experience. Initially clients will be drawn from the ranks of British advertisers currently active or about to launch marketing programs in this country. Pending the appointment of an American agency executive as president, the American office of Benson & Mather at 17 East 49th Street, New York City, will be managed by David Ogilvy, who, prior to the war, was the associate director of Dr. George Gallup's Audience Research Institute at Princeton, N. J. The London office of Benson & Mather is headed by Guy Mountfort who has had 20 years' experience in the European operations of such

American companies as General Motors, Standard Oil and Procter & Gamble.

Foote, Cone & Belding has formed a new company, Foote, Cone & Belding International Corp., to handle all of the agency's overseas business. The new organization is a wholly owned subsidiary of the parent company and is an outgrowth of the International Division of the firm. The new company starts with 32 accounts representing a total of more than \$4,000,000 in international advertising and public relations business. Headquarters of the international agency are at 247 Park Avenue, New York City. This is also headquarters for the Latin-American Division. European



T. BRUCE SPRUILL is named vice-president of the N. A. Winter Advertising Agency, Des Moines, Ia.

operations are centered at 52 Charles Street, Berkeley Square, London, headquarters of Foote, Cone & Belding, Ltd., a recently formed British subsidiary of the international company. The firm also has a branch in Switzerland, affiliated advertising companies in 30 countries, and a full time staff in America and Europe of more than 100 people.

Photo courtesy Fortune magazine



DANIEL J. O'MEARA, director of the Merchandising Department of Sullivan, Stauffer, Colwell & Bayles, Inc., has been appointed a vice-president of the agency.



WILLIAM A. MARSTELLER, manager of advertising and market research, Rockwell Manufacturing Co., is elected National Industrial Advertisers Association president.



Not tomorrow, but now. Let BSN help you do it!

Corrections—Survey of Buying Power

The Survey of Buying Power was jinxed this year by printers' strikes in Philadelphia and New York, which delayed delivery for four weeks, and now it turns out that despite untiring vigilance a few errors crept in, mostly typographical.

Please make the following corrections in your copy:

P. 97...Total Net EBI % of USA: 50.052

P. 98...Greensboro Net EBI Per Capita: 1,678

P. 100...Rochester Net EBI Per Capita: 1,676
Waterbury Net EBI Per Capita: 1,665

P. 134...New Jersey Gen. Mdse. Sales: 382,732
Texas Population: 7,092.2

West South Central Population: 13,868.1

USA Population: 143,796.6

Oregon, State Total of Families: 499.8; EBI per Family: 3,456

Pacific No. of Families: 4,528.8; EBI per Family: 4,312

USA Total No. of Families: 39,794.7

P. 160...Providence Food Sales: 172,744
Providence % USA Potential: .457

P. 163...Fairfield County Gen. Mdse. Sales: 38,132
Stamford Gen. Mdse. Sales: 5,015
Norwalk Gen. Mdse. Sales: 2,760

P. 164...Greenwich Gen. Mdse. Sales: 1,084
Danbury Gen. Mdse. Sales: 3,897

P. 170...Connecticut Gen. Mdse. Sales Total Above Cities: 168,417

P. 184...Nassau County Quality of Market Index: 118

P. 194...Westchester County % USA Potential: .510

P. 232...Cuyahoga County Drug Sales: 44,069

P. 234...Cincinnati Drug Sales: 19,819; Wholesale Sales: 1,847,125; EBI Gross Dollars: 1,048,840

P. 264...Kendall County % of USA Potential: .005

P. 266...Through error by the printer revisions were not made in the *Peoria Journal-Star* ad. See p. 109 this issue for correct figures.

P. 285...Otsego County % of USA Potential: .005; Quality of Market Index: 125

P. 301...Decatur County No. of Families: 1.8
Dodge City No. of Families: 3.1

P. 390...Clinton County Food Sales: 34 (Bulk of food sales through general stores)

P. 442...Hunt County Quality Market Index: 87
Greenville Quality of Market Index: 108

P. 444...Loving County Population: .200

P. 450...Texas, State Total for Population: 7,092.2

P. 480...Oregon, State Total of Families: 499.8; EBI per Family: 3,456

P. 544...Prince County % Canada Potential: .173; Quality Market Index: 64

Queens County % Canada Potential: .253

Prince Edward Island Province % Canada Potential: .493; Quality Market Index: 66

P. 553...Manitoba % Canada Potential: 6.193

Saskatchewan % Canada Potential: 6.693

British Columbia % Canada Potential: 9.322

Here's The Picture In ROCHESTER

The Kodak City

STATION	WHEC	STATION	B	STATION	C	STATION	D	STATION	E	STATION	F
MORNING	42.0		30.4		6.4		5.3		8.8		6.0
	8:00-12:00 A.M. Monday through Fri.										
AFTERNOON	40.6		25.1		8.0		11.0		9.8		5.0
	12:00-6:00 P.M. Monday through Fri.										
EVENING	34.3		34.0		7.2		9.5		12.4		Station Broadcasts till Sunset Only
	6:00-10:00 P.M. Sunday through Sat.										



REPORT FOR LATEST PERIOD AVAILABLE BEFORE PRESS TIME—APRIL-MAY, 1948

Authority—C. E. HOOPER, INC.
"Station Listening Index"



WHEC — ROCHESTER, N.Y.
5,000 WATTS
National Representatives
J. P. McKinney & Son
New York, Chicago San Francisco

Third Quarter Sales Expansion Of 10 to 15% Is Anticipated

The more optimistic sentiment with regard to the business outlook which has developed in the past month bears out the stand of this department, which contended in the midst of widely given views that a recession was imminent that, instead, a *rise* in sales was imminent.

Current ratings reflect a favorable swing of sentiment in SM's Board of Editors, numbering over 100, with the consequence that such industries as Used Auto Sales, Baking, Banks, Beer, Chemicals, Anthracite Coal, Bituminous Coal, Education, Flour, Gasoline & Oil, Liquor, Luggage, Machine Tools, Industrial Machinery, Meats, Musical Instruments, Steel & Iron, Trailers, Gas, Telegraph, and Telephone Utilities, and Washing Machines have been given higher ratings.

A decided overdemand remains for many lines, including Air Conditioning, Air Transportation, Aircraft Sales, Auto Sales, Building, Electrical Equipment, Glass, Oil, Housing, Oil Burners, Paint, Printing & Publishing Equipment, Railroad Equipment, Refrigerators, Steel & Iron, Surgical Equipment, Rayon & Nylon, Television, Travel, and Washing Machines. Exceptionally heavy demand also exists in the general oil industry equipment field, a great, billion-dollar industry which we have added to the list of industries to be rated regularly in the future.

Start With Base Outlook

In obtaining the sales prospect ratings for individual industries, the reader must realize that a certain *base* exists. We start with a consensus on the average expected increase in sales of all industry. For the third quarter this increase is expected to be 10 to 15% in dollar sales over the third quarter of 1947. This corresponds with the average or medium rating, which is **★★★** in the table.

The ratings for all the industries covered, therefore, are relative to this medium increase (**★★★**). Thus, if an industry is rated **★★★★**, its prospects are better—and **★★★★★** greatly better—than a potential sales increase of 10 to 15%. Conversely, if the industry is rated less than **★★★** its sales are expected to show less than a 10% increase, as compared with the preceding comparable period. If the rating

is only one star (*****), the industry's prospects are for a minor increase—or even a decrease.

A glance over the table shows a number of industries with the medium, **★★★** outlook rating. Examples are Used Cars, Baking, Cigarettes, Office Equipment, Paper, Coal, and Trucks. These industries, rated **★★★**, are expected to increase their dollar sales in the third quarter of 1948 anywhere from 10 to 15% over their dollar sales for the third quarter of 1947.

Size of Industry

For further perspective on the significance of these ratings, the *size* of the industry should be noted. This is easily obtainable from the table in the column of letters, titled Relative Size Rating. This column assigns a size rating to each industry. Taking the examples above, Used Cars has a size rating of E. Since the industry has an annual sales volume of almost \$2,000,000,000, the quarter's sales would be about \$500,000,000. Sales increase for the third quarter of 1948 versus the third quarter of 1947, therefore could range from \$50,000,000 to \$75,000,000.

Using another example, the huge Baking industry, doing an annual sales volume of about \$4,000,000,000, has the **★★★** rating. Accordingly, this industry in the third quarter of 1948 could expand its sales \$100,000,000 to \$150,000,000 over those of the third quarter of 1947. This line of reasoning takes one-fourth of the industry's \$4,000,000,000 annual sales (to arrive at the quarter's sales) and applies the 10 to 15% medium expected increase in the third quarter of 1948 over the third quarter of 1947.

Year's Base Differs

Basic prospects for the next 12 months are not so favorable as the basic prospects for the next quarter. In other words, where the third quarter is expected to show an overall increase of 10 to 15% in sales over the third quarter of 1947, the next 12 months are expected to show a 5 to 10% increase overall in sales over the preceding 12 months.

Thus, looking at a few examples, retail dollar sales of Cigarettes are expected to run from a 5% increase to a 10% increase during the next

12 months, versus the preceding 12 months, reflecting the **★★★** rating for the 12-month period. The Baking industry and Vacuum Cleaners are in a similar position. But Auto Sales (New), Agricultural Machinery and Refrigerators, for example, all rated **★★★★**, are going to do very much better than the 5 to 10% rating.

To get the true perspective, it must be borne in mind that the percentage changes in an industry's sales and the amount of dollars involved are necessary. Thus, Clothing has the same rating of **★★** as Luggage. But Clothing is running at a rate of \$8,000,000,000 annual sales, while luggage is running at a rate of about \$200,000,000 sales annually. Therefore, from the standpoint of numbers of dollars involved the industries differ widely; however, from the viewpoint of the expected changes in sales, the *percentage* differences will run about the same.

Ready Estimate of Sales

Combining the Sales Prospect Rating with the Industry Size Rating, the sales manager, advertising manager, merchandiser, promoter, economist, trend-watcher and long-range forecaster can thus obtain a ready estimate of the dollar volumes involved of any industry. The user need not necessarily be greatly influenced by the size of an industry, for a large industry often may have a poor sales outlook as compared with a small, virile, growing industry, resulting in the larger industry actually being a poorer sales prospect than the smaller.

The original ratings of SALES MANAGEMENT's Future Sales Ratings are threshed and sifted thoroughly by Peter B. B. Andrews, former Industrial Economic Advisor, War Production Board, Washington, D. C. The ratings are then put through the acid test by a Board of Editors numbering over 100 and including editors of leading magazines and papers, editors of statistical services, a wide range of economists, trade association statisticians, advertising agency research men, and industrial analysts, including many men who served on the WPB, and market research men.

Tabulations, with explanatory keys, are on the following page:

FUTURE SALES RATINGS

Key to Relative Size Ratings

(By industry sales volume)

- A**—Ten Billion Dollars and Over
- B**—Seven Billion to Ten Billion Dollars
- C**—Four Billion to Seven Billion Dollars
- D**—Two Billion to Four Billion Dollars
- E**—One Billion to Two Billion Dollars
- F**—One-Half Billion to One Billion Dollars
- G**—Under a Half-Billion Dollars

Key to Sales Prospect Ratings

(All ratings are relative to the median (★★★), which equals a 10-15% increase for the 3rd Qtr., 1948, vs. the 3rd Qtr., 1947; and a 5-10% increase for the next 12 mos., vs. the preceding 12 mos.)

- ★★★★★—Best Relative Outlook
- ★★★★—Very Good Relative Outlook
- ★★★—Good (Medium) Relative Outlook
- ★★—Fair Relative Outlook
- ★—Least Impressive Relative Outlook

	Relative Size Rating (See Above Key)	Sales Prospect Rating for Third Quarter (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)		Relative Size Rating (See Above Key)	Sales Prospect Rating for Third Quarter (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)
Advertising	D	★★★	★★★	Machine Tools	G	★★	★★★
Air Conditioning	F	★★★★★	★★★★★	Machinery (Agric.)	E	★★★★★	★★★★★
Air Transportation	F	★★★★★	★★★★★	Machinery (Ind'l.)	B	★★★★★	★★★★★
Aircraft Sales	F	★★★★★	★★★★★	Meats	C	★★	★★
Auto Sales (New)	B	★★★★★	★★★★★	Medical Care	C	★★	★
Auto Sales (Used)	E	★★★	★★★	Metal Containers	F	★★★★	★★★
Auto Tires	E	★	★	Metals (Non-Ferrous)	F	★★★★★	★★★
Baking	C	★★★	★★★	Motion Pictures	E	★	★
Banks (Revenues)	E	★★★	★★★	Musical Instruments	G	★★★★★	★★★★
Beer	F	★★	★★	Office Equipment	F	★★★	★★
Building (Heavy)	B	★★★★★	★★★★★	Oil Burners	G	★★★★★	★★★★★
Building (Residential)	C	★★★★★	★★★★★	Oil (Cooking)	E	★★★★★	★★★★★
Candy & Chewing Gum	C	★★	★	Oil Industry Equipment	E	★★★★★	★★★★★
Canned Fruits & Veg.	E	★	★	Paint	E	★★★★★	★★★★★
Cereals	G	★	★	Paper & Products	C	★★★	★★★
Chemicals	A	★★★★★	★★★★★	Personal Care	D	★★★	★★★
Cigarettes	D	★★★	★★★	Photographic Supplies	G	★★★★	★★★
Cigars	G	★★	★★	Physicians & Dentists	D	★★★	★★★
Clothing (Men's, Women's & Children's)	B	★★	★	Plastics	F	★★★★	★★★
Coal (Anthracite)	F	★★★	★★★	Printing & Publishing Equip.	F	★★★★★	★★★★★
Coal (Bituminous)	D	★★★★★	★★★★★	Radios	E	★	★
Cosmetics	F	★★	★★	Railroad Equipment	D	★★★★★	★★★★★
Cotton Textiles	D	★	★	Railroads	B	★	★
Dairy Products	D	★	★	Refrigerators	F	★★★★★	★★★★★
Department Stores	A	★★	★	Restaurants & Bars	A	★	★
Diesel Engines	G	★★★★★	★★★★★	Rubber Products	D	★★★	★★★
Drugs & Medicines	G	★★★	★★★	Security Financing	F	★★	★
Education	D	★★★	★★★	Shipbuilding	G	★★	★★
Electrical Equipment (Heavy)	F	★★★★★	★★★★★	Shoes	D	★	★
Electrical Equipment (Light)	C	★★★★★	★★★★★	Silk Textiles	G	★	★
Exports	A	★★★★★	★★★★★	Soap	E	★★★	★★★
Farming	A	★★★★★	★★★★★	Soft Drinks	E	★★★	★★★
Flour	A	★★★	★★★	Sporting Goods	F	★★★★★	★★★
Furs	E	★	★	Steel & Iron	A	★★★★★	★★★★★
Gasoline & Oil	G	★★★★★	★★★★★	Sugar	E	★	★
Glass & Materials	C	★★★★★	★★★★★	Surgical Equipment	G	★★★★★	★★★★★
Groceries	E	★	★	Synthetic Textiles (Rayon, Nylon, etc.)	E	★★★★★	★★★★★
Hardware	E	★★★★★	★★★★★	Television	G	★★★★★	★★★★★
Hotels	E	★★	★★	Toothpaste & Mouthwashes	G	★★★	★
House Furnishings, (Floor Coverings, Furniture, Beds, etc.)	C	★★★★★	★★★★★	Toys & Games	G	★★★	★
Household Products (Misc.)	C	★★★★★	★★★★★	Trailers (Auto)	G	★★★★★	★★★★★
Imports	C	★★★★★	★★★★★	Travel & Vacations	A	★★★★★	★★★★★
Instalment Financing	C	★★★★★	★★★★★	Travel (Sea)	E	★★★★★	★★★★★
Insurance	C	★★	★	Trucks	D	★★★	★
Jewelry & Watches	E	★	★	Utilities (Electric)	C	★★★	★★
Laundries	F	★	★	Utilities (Gas)	E	★★	★
Liquor (Alcoholic)	C	★★★	★★★	Utilities (Telegraph)	G	★★★	★★★
Luggage	G	★★	★	Utilities (Telephone)	D	★★★	★★★
				Vacuum Cleaners	G	★★★★	★★★
				Washers (Household)	G	★★★★★	★★★★★

Note: Future Sales Ratings are specially copyrighted by SALES MANAGEMENT, 386 Fourth Avenue.

HIGH SPOT CITIES

Retail Sales and Services Forecast for July, 1948

Retail sales in the U. S. will amount to \$10.3 billion in July. This represents a decline of 5% from the estimated June 1948 figure, but the decline is entirely seasonal. Sales levels in July of 1948 will be running about 10% above the corresponding levels of July 1947.

Regionally, current sales over last year are well above average in the Great Lakes, Middle West and Southwest areas. Illinois, Indiana, Michigan, Minnesota, Ohio, Texas and Wisconsin stand out particularly as favored states. States markedly trailing the national trend include California, Massachusetts and New Jersey.

The leading cities, those with a city index materially above average, (for this July compared with last July) are: Houston 122.2, Beaumont 121.2, South Bend 120.9, Amarillo 120.3, Billings 118.4, Springfield, Ill., 118.3, Evansville 118.1, Mobile 117.9, Zanesville 117.9, East St. Louis 117.6, Gary 117.6, Spartanburg 117.6, Austin 117.3, Moline-Rock Island-East Moline 117.2, Columbus 116.9, Kalamazoo 116.9, Davenport 116.8, Fargo 116.8, Aberdeen 116.7.

NOTE: The cities listed below will account for 49.2% of total U. S. sales in July, 1948.



Sales Management's Research Department with the aid of Econometric Institute, Inc., maintains running charts on the business progress of more than 200 of the leading market centers of the country. Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store

sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given, the first being "City Index—1948 vs. 1939." This figure ties back directly to the last official Census and is valuable for gauging the long-term change in a market. It is expressed as a *ratio*. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month.

The second figure, "City Index, 1948 over 1947," is similar to the first, except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1948 over 1947," relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more—than that of the Nation. All figures in this column above 100, indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the Nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at

best, be only good approximations, since they are necessarily *projections* of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together, will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for This Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

A Pre-Release Service Is Available. SM will mail, 10 days in advance of publication, a mimeographed list giving estimates of retail sales in dollar and index form for the 200-odd cities. The price is \$1.00 per year.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1947 which equals or exceeds the national change.

RETAIL SALES
(S.M. Forecast for July, 1948)

	City Index 1948 vs. 1939	City Index 1948 vs. 1947	City Nat'l Index 1948 vs. 1947	\$ (Million) July 1948
UNITED STATES ..	311.2	110.0	100.0	10,293.00

Alabama

Birmingham ...	474.0	109.9	99.9	37.30
★ Mobile	503.7	117.9	107.2	12.19
★ Montgomery ...	441.6	110.4	100.4	10.73

Arizona

Phoenix	470.6	107.1	97.4	17.74
★ Tucson	426.3	114.7	104.3	7.93

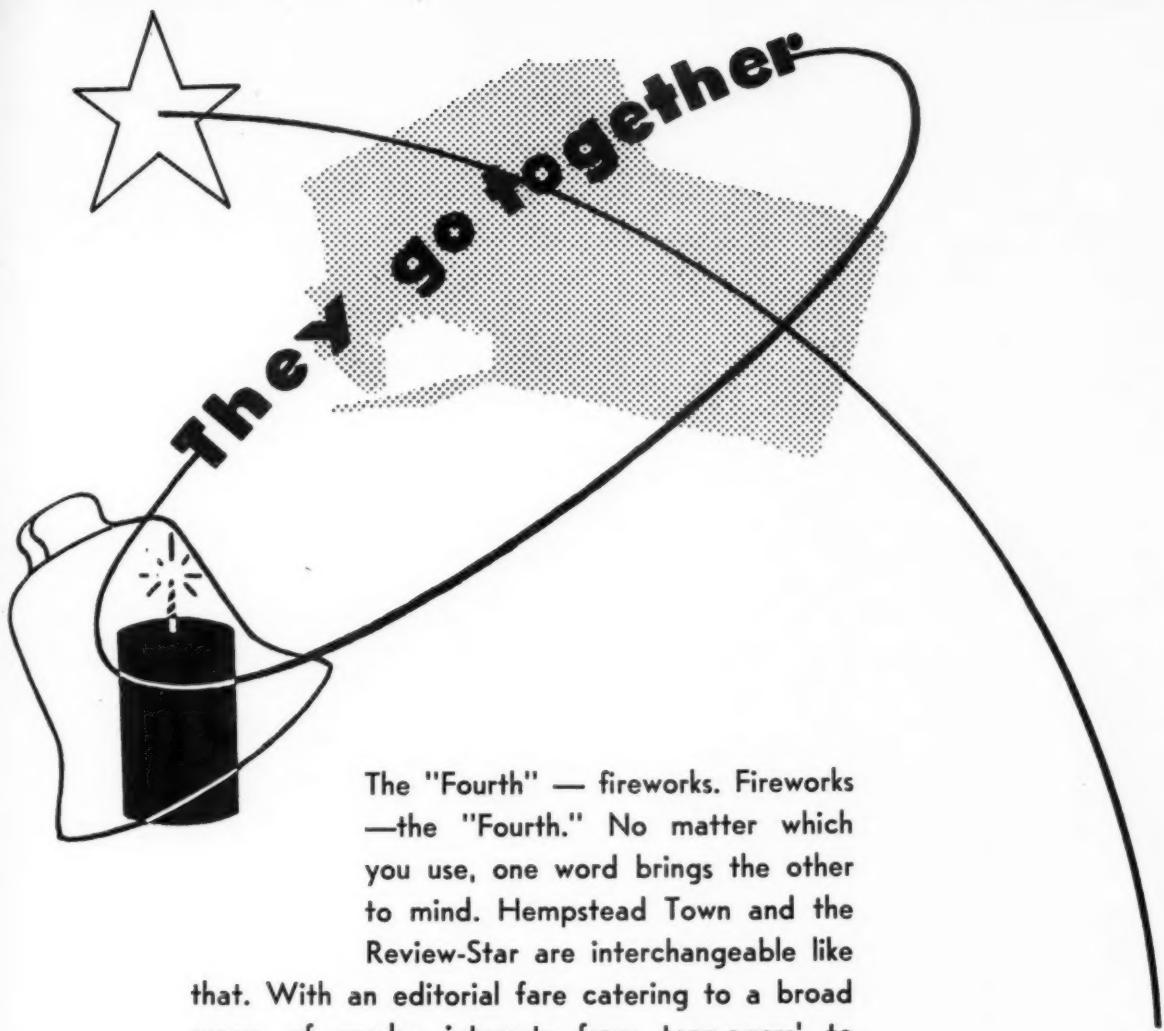
Arkansas

Fort Smith ...	395.2	105.1	95.5	4.90
Little Rock ...	531.3	109.9	99.9	17.16

California

Berkeley	300.4	106.7	97.0	8.11
Fresno	366.8	99.8	90.7	15.37
★ Long Beach ...	527.6	110.1	100.1	35.61
Los Angeles ...	385.2	106.7	97.0	237.23
Oakland	305.1	104.2	94.7	43.42

(Continued on page 116)



The "Fourth" — fireworks. Fireworks —the "Fourth." No matter which you use, one word brings the other to mind. Hempstead Town and the Review-Star are interchangeable like

that. With an editorial fare catering to a broad range of reader interests from teen-agers' to farmers', the Review-Star is awaited daily by a solidly attentive audience. In New York State's Fourth Market, with \$5905 net income per family, that means a solidly responsive audience.

Successful Hempstead Town retailers will tell you that sales skyrocket with a bang when they use the Review-Star. That's why they use this newspaper regularly year after year.

Leading New York State's High-Spot Cities has long been a habit with Hempstead Town. In July, twenty-sixth consecutive month in the lead, retail sales forecast is 220.6% above July 1939. Volume for July is \$29,850,000. And Hempstead Town leads N. Y. State's major markets (over 250,000 population) in retail sales gain July '48 over '47—with 12.1% increase.

Nassau Daily Review-Star

HEMPSTEAD TOWN, LONG ISLAND, N. Y.

Six days a week, 5c a copy • Executive Offices, Rockville Centre, N. Y.

Represented nationally by Lorenzen and Thompson, Inc.

New York • Chicago • St. Louis • San Francisco • Los Angeles

Detroit • Cincinnati • Kansas City • Atlanta



THEY GO TOGETHER

RETAILERS' ADS A MEDIA TIP

All Allentown Department stores advertise regularly in the Bethlehem Globe-Times because: 1. They know these two cities form one market (Pennsylvania's third largest). 2. They know, too, that even though most distributors in this market area are not located in Bethlehem, they have to sell Bethlehem's families in order to sell this busy, prosperous growing market.

Take a tip from retailers—sell your product in the Bethlehem Globe-Times.

It's the only newspaper that covers Bethlehem and a "must" if you want to sell Pennsylvania's number three market.

THE BETHLEHEM GLOBE-TIMES

Roland L. Adams, mgr.

Represented nationally by De Lisser, Inc.

The

"STATE WITHIN A STATE"

ASHEVILLE, N.C.

COMPRISED OF THE RICH 20-COUNTY
ASHEVILLE MARKET

490,013
CONSUMER BUYERS

\$ 407,840,000
ANNUAL GROSS INCOME

For Route Lists, Trade
Information, Surveys and
Market Data, Write,
Wire or Call:
Roy Phillips, Dir. of Adv.
Representatives:
The KATZ Agency

ABC
CIRCULATION
51,115
9-30-47

THE ASHEVILLE CITIZEN
Morning

THE ASHEVILLE TIMES
Evening

ASHEVILLE CITIZEN-TIMES (Sunday)

HIGH SPOT CITIES

(Continued from page 114)

RETAIL SALES (S.M. Forecast for July, 1948)

City Index 1948 vs. 1939	City Index 1948 vs. 1947	City Nat'l Index 1948 vs. 1947	\$ (Million) July 1948
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California (Continued)

Pasadena	366.6	105.6	96.0	15.91
Sacramento	340.8	106.3	96.6	21.20
San Bernardino	404.7	103.7	94.3	8.58
San Diego	427.9	104.9	95.4	32.18
San Francisco	354.6	106.2	96.5	107.01
San Jose	424.2	104.1	94.7	15.40
Santa Barbara	301.6	106.2	96.5	5.52
Stockton	365.1	102.3	93.0	10.66

Colorado

★ Colorado Springs	361.8	111.4	101.3	5.97
★ Denver	333.4	111.3	101.2	46.68
★ Pueblo	357.5	114.2	103.8	6.40

Connecticut

Bridgeport	270.8	103.5	94.1	15.68
Hartford	269.9	107.3	97.5	23.05
New Haven	257.9	108.1	98.3	17.72
Stamford	339.7	109.3	99.4	7.27
Waterbury	265.3	101.2	92.0	9.10

Delaware

Wilmington	242.1	104.5	95.0	12.37
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District of Columbia

Washington	240.5	106.0	96.4	76.21
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Florida

Jacksonville	394.8	109.1	99.2	22.98
★ Miami	367.5	112.9	102.6	29.84
Orlando	346.9	100.4	91.3	7.18
Pensacola	373.7	104.7	95.2	4.97
St. Petersburg	484.8	104.0	94.5	12.41
Tampa	344.6	109.6	99.6	12.51

RETAIL SALES (S.M. Forecast for July, 1948)

City Index 1948 vs. 1939	City Index 1948 vs. 1947	City Nat'l Index 1948 vs. 1947	\$ (Million) July 1948
--------------------------------------	--------------------------------------	---	---------------------------------

Georgia

★ Albany	426.6	115.1	104.6	3.37
Atlanta	319.0	107.8	98.0	43.22
Augusta	325.9	103.5	94.1	6.42
Columbus	364.5	104.6	95.1	6.78
Macon	362.1	104.8	95.3	7.17
★ Savannah	366.1	110.8	100.7	9.92

Hawaii

★ Honolulu	443.5	112.2	102.0	27.94
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Idaho

Boise	308.0	107.6	97.8	5.36
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Illinois

★ Chicago	293.3	110.8	100.7	349.47
★ East St. Louis	349.0	117.6	106.9	7.26
★ Moline-Rock Island-E.	338.6	117.2	106.5	9.99
★ Peoria	316.0	113.6	103.3	15.20
★ Rockford	367.2	115.4	104.9	12.67
★ Springfield	350.2	118.3	107.5	11.31

Indiana

★ Evansville	410.1	118.1	107.4	14.60
★ Fort Wayne	352.9	114.6	104.2	15.60
★ Gary	408.2	117.6	106.9	13.92
★ Indianapolis	349.9	110.4	100.4	51.92
★ South Bend	411.6	120.9	109.9	15.56
★ Terre Haute	335.5	113.0	102.7	8.89

Iowa

Cedar Rapids	314.2	106.0	96.4	8.17
★ Davenport	345.6	116.8	106.2	9.33
★ Des Moines	345.1	114.4	104.0	22.33
★ Sioux City	316.8	112.5	102.3	9.79

Kansas

★ Kansas City	441.3	113.4	103.1	12.18
Topeka	429.2	107.3	97.5	10.69
Wichita	557.1	113.6	103.3	23.29

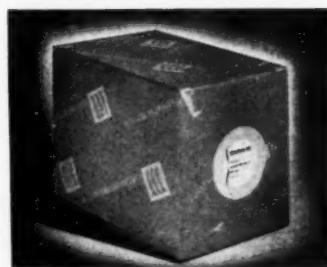
BARNES & REINECKE Styling is built-in sales appeal

This is the 1948 Toastmaster Automatic Pop-Up Toaster and its package, restyled by Barnes & Reinecke. Since 1937 we have helped McGraw Electric Company keep Toastmaster and its package in step with changing public taste.

Let us show you other samples and suggest how we can design new sales appeal and utility into your product and package. We help keep your costs... and selling prices... at a minimum, too. Call or write today.

OUR 15TH GREAT YEAR • STAFF OF OVER 200

BARNES & REINECKE, INC.
DESIGNERS AND ENGINEERS
234 E. Ohio St., Chicago 11, Ill., Del. 6350



SALES MANAGEMENT

RETAIL SALES
(S.M. Forecast for July, 1948)

	City Index 1948 vs. 1939	City Index 1948 vs. 1947	City Nat'l Index 1948 vs. 1947	\$ (Million) July 1948
Kentucky				
Lexington	340.1	100.7	91.5	8.84
★ Louisville	325.2	110.3	100.3	33.50

Louisiana

New Orleans	353.8	105.9	96.3	43.73
★ Shreveport	344.5	113.2	102.9	12.75

Maine

Bangor	268.3	105.2	95.6	4.29
★ Lewiston-Auburn	289.2	111.8	101.6	5.81
Portland	293.5	104.5	95.0	10.60

Maryland

Baltimore	309.3	106.2	96.5	92.49
Cumberland	285.9	102.4	93.1	4.80

Massachusetts

Boston	231.8	106.2	96.5	89.44
Fall River	266.6	103.2	93.8	8.50
Holyoke	232.4	98.2	89.3	3.40
Lowell	296.6	99.7	90.6	7.21
New Bedford	265.4	101.8	92.5	8.52
Springfield	258.6	108.7	98.8	17.04
Worcester	229.3	103.7	94.3	16.83

Michigan

★ Battle Creek	358.3	112.6	102.4	6.88
★ Bay City	377.2	112.2	102.0	6.45
★ Detroit	394.3	116.2	105.6	206.48
★ Flint	307.1	110.6	100.5	17.35
★ Grand Rapids	361.2	116.1	105.5	22.98
Jackson	361.5	108.8	98.9	7.95
★ Kalamazoo	340.3	116.9	106.3	9.63
★ Lansing	360.5	113.3	103.0	13.23
★ Muskegon	416.2	114.4	104.0	7.70
★ Saginaw	253.8	114.7	104.3	7.16

Minnesota

★ Duluth	303.8	112.9	102.6	11.48
★ Minneapolis	321.7	114.4	104.0	68.16
★ St. Paul	317.0	113.1	102.8	41.82

Mississippi

★ Jackson	472.9	115.4	104.9	9.69
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RETAIL SALES
(S.M. Forecast for July, 1948)

	City Index 1948 vs. 1939	City Index 1948 vs. 1947	City Nat'l Index 1948 vs. 1947	\$ (Million) July 1948
Missouri				
★ Kansas City	367.4	116.4	105.8	65.03
★ St. Joseph	363.8	115.7	105.2	8.30
★ St. Louis	335.8	110.3	100.3	93.49
Springfield	372.4	107.7	97.9	7.64

Montana

★ Billings	325.1	118.4	107.6	4.75
★ Great Falls	309.6	113.9	103.5	4.95

Nebraska

Lincoln	330.8	107.5	97.7	10.19
Omaha	334.6	109.6	99.6	27.77

Nevada

Reno	271.4	102.0	92.7	4.89
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New Hampshire

Manchester	265.9	109.1	99.2	7.05
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New Jersey

Camden	269.8	105.8	96.2	10.47
Elizabeth	274.0	104.4	94.9	9.70
Jersey City - Hoboken	200.5	104.1	94.6	18.29
Newark	262.3	103.5	94.1	51.47
Passaic	294.8	109.1	99.2	7.87
Paterson	287.8	103.6	93.3	15.60
Trenton	263.6	104.5	95.0	13.55

New Mexico

Albuquerque	323.0	107.3	97.5	5.91
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New York

★ Albany	240.8	115.6	105.1	14.35
Binghamton	221.9	106.3	96.6	7.41
★ Buffalo	253.7	110.8	100.7	49.95
Elmira	229.2	102.0	92.7	4.86
★ Hempstead Township	320.6	112.1	101.9	29.85
★ Jamestown	249.7	114.5	104.1	4.12
New York	233.6	108.8	98.9	586.78
Niagara Falls	230.1	106.4	96.7	6.42
★ Rochester	242.4	111.3	101.2	32.41
Schenectady	234.4	108.6	98.7	8.25
Syracuse	241.5	110.2	100.2	20.14
★ Troy	226.1	112.5	102.3	6.06
Utica	220.8	109.9	99.9	7.86

(Continued on page 118)

SPENDING TOWN

Woonsocket's prosperous citizenry believes in comfortable living—and plunks down coin to get it.

Food, for example. Woonsocket's grocery bills average 19.8% higher per family than Rhode Island's—59.4% higher than the nation's! (Source: S. M. Survey). Your sales story will cover this spending town by 99.7% if you buy the—

WOONSOCKET
CAFE
Covering Rhode Island's PLUS MARKET

Representatives:
Gilman, Nicoll & Ruthman

Know that

HOLLYWOOD

is a Big, Separate Market...
Retail Sales Volume

(Trading Area—1946)

\$832,440,669

The Packers of...

... and 345 other national advertisers Cover HOLLYWOOD with the HOLLYWOOD Citizen-News AND ADVERTISER HOLLYWOOD, CALIFORNIA

National Representatives
STORY, BROOKS & FINLEY, INC.

Press-Union Newspapers
MORNING EVENING SUNDAY
Published by PRESS-UNION PUBLISHING CO.
REPRESENTED NATIONALLY BY KELLY-SMITH COMPANY

York is BIGGER when you use The Dispatch

The York city zone accounts for 59% of the York Metropolitan County Area effective buying income and 70% of its retail sales.

County income is \$254,392,000; retail sales, \$133,805,000.

In this rich industrial and agricultural area, The Dispatch is widely read and respected—the family newspaper in 8 out of 10 city zone homes. The Dispatch "packages" Greater York for you.



Get Acquainted With an Already GREAT and STEADILY GROWING MARKET

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"Double Feature"
Carolinas' Market

(A brochure published by the Carolinas' Advertising Executives Association of North and South Carolina)

Study the Statistics contained in this Brochure—with your own Expectations of a PROFITABLE MARKET in mind.

Direct requests for copies to: General Advertising Department

**WINSTON-SALEM TWIN CITY
JOURNAL and SENTINEL**
MORNING SUNDAY EVENING
NATIONAL REPRESENTATIVE: KELLY-SMITH COMPANY

HIGH SPOT CITIES

(Continued from page 117)

RETAIL SALES (S.M. Forecast for July, 1948)

	City Index 1948 vs. 1939	City Index 1948 vs. 1947	City Nat'l Index 1948 vs. 1947	\$ (Million) July 1948
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North Carolina

Asheville	372.4	108.9	99.0	7.56
Charlotte	391.2	107.7	97.9	14.63
Durham	359.7	100.5	91.4	7.05
★ Greensboro	421.9	115.6	105.1	9.24
★ Raleigh	395.6	112.5	102.3	7.94
★ Salisbury	390.9	110.6	100.5	3.44
Winston-Salem	373.5	106.5	96.8	8.59

North Dakota

★ Fargo	371.9	116.8	106.2	5.95
★ Grand Forks	364.5	114.8	104.4	3.39

Ohio

Akron	255.7	106.8	97.1	25.57
★ Canton	316.5	111.4	101.3	13.04
★ Cincinnati	306.1	114.6	104.2	55.40
★ Cleveland	297.0	111.5	101.4	98.22
★ Columbus	312.6	116.9	106.3	39.14
★ Dayton	313.2	113.3	103.0	26.25
★ Springfield	244.4	115.2	104.7	5.89
★ Steubenville	259.1	115.7	105.2	4.82
★ Toledo	301.4	114.5	104.1	31.19
★ Warren	301.8	115.6	105.1	5.16
★ Youngstown	299.0	112.9	102.6	18.78
★ Zanesville	319.5	117.9	107.2	4.92

Oklahoma

Muskogee	323.8	105.7	96.1	3.27
Oklahoma City	321.6	104.2	94.7	23.22
★ Tulsa	342.6	116.1	105.5	18.26

Oregon

Portland	363.1	109.0	99.1	52.43
Salem	331.9	104.1	94.6	5.31

Pennsylvania

★ Allentown	293.7	114.6	104.2	11.22
Altoona	241.3	101.8	92.5	6.08
Bethlehem	262.0	105.6	96.0	4.48
Chester	318.8	108.0	98.2	6.60
★ Erie	284.7	110.9	100.8	10.82
Harrisburg	281.8	110.9	100.8	11.16
★ Johnstown	295.4	114.0	103.6	8.33
Lancaster	263.7	104.8	95.3	7.41
★ Lebanon	274.3	110.0	100.0	2.77
Norristown	280.5	107.1	97.4	3.73
Philadelphia	279.7	108.1	98.3	168.67
★ Pittsburgh	272.5	113.4	103.1	72.30
Reading	275.2	109.1	99.2	11.86
Scranton	241.1	104.7	95.2	10.68
★ Wilkes-Barre	278.8	111.8	101.6	9.09
Williamsport	277.4	110.4	100.4	4.55
York	257.4	107.3	97.5	6.05

Rhode Island

Providence	260.5	102.4	93.1	27.01
★ Woonsocket	280.9	111.2	101.1	4.27

RETAIL SALES (S.M. Forecast for July, 1948)

City Index 1948 vs. 1939	City Index 1948 vs. 1947	City Nat'l Index 1948 vs. 1947	\$ (Million) July 1948
Charleston	366.4	101.9	92.6
Columbia	360.2	106.4	96.7
★ Greenville	387.8	112.5	102.3
★ Spartanburg	479.5	117.6	106.9

South Carolina

Charleston	366.4	101.9	92.6	8.39
Columbia	360.2	106.4	96.7	9.40
★ Greenville	387.8	112.5	102.3	7.95
★ Spartanburg	479.5	117.6	106.9	7.00

South Dakota

★ Aberdeen	402.7	116.7	106.1	3.02
★ Sioux Falls	407.7	113.7	103.4	7.46

Tennessee

Chattanooga	345.0	109.0	99.1	15.18
Knoxville	363.4	101.0	91.8	15.08
★ Memphis	360.5	111.5	101.4	38.43
Nashville	344.3	108.2	98.4	21.76

Texas

★ Amarillo	379.3	120.3	109.4	7.89
★ Austin	355.6	117.3	106.6	11.20
★ Beaumont	370.2	121.2	110.2	8.81
★ Corpus Christi	371.7	113.6	103.3	9.33
★ Dallas	423.8	114.6	104.2	57.63
★ El Paso	343.2	112.2	102.0	10.57
★ Fort Worth	417.3	113.7	103.4	30.55
★ Galveston	337.9	112.8	102.5	6.59
★ Houston	423.78	122.2	111.1	64.67
★ San Antonio	322.3	105.7	96.1	26.11
Waco	330.3	106.8	97.1	6.41
★ Wichita Falls	354.05	115.9	105.4	6.55

Utah

Odgen	352.9	101.5	92.3	5.40
★ Salt Lake City	328.2	111.5	101.4	19.56

Vermont

Burlington	... 312.0	106.9	97.2	4.15
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Virginia

★ Lynchburg	308.9	110.4	100.4	5.19
★ Newport News	340.3	111.2	101.1	5.07
★ Norfolk	362.4	113.2	102.9	18.12
Portsmouth	384.6	105.2	95.6	5.00
Richmond	329.2	101.4	92.2	28.05
★ Roanoke	360.4	110.1	100.1	10.27

Washington

Seattle	407.6	109.0	99.1	66.85
Spokane	364.3	105.6	96.0	18.80
Tacoma	380.4	104.8	95.3	16.47

West Virginia

Charleston	293.6	108.5	98.6	10.13
★ Huntington	286.5	112.9	102.6	7.02
Wheeling	284.5	108.1	98.3	7.14

Wisconsin

★ Appleton	343.6	116.1	105.5	4.33
★ Green Bay	339.0	113.2	102.9	7.05
★ La Crosse	312.8	113.7	103.4	4.91
★ Madison	346.8	113.7	103.4	12.10
Manitowoc	315.9	108.7	98.8	2.97
★ Milwaukee	356.8	110.8	100.7	80.88
Sheboygan	311.1	105.7	96.1	4.45
Superior	290.5	101.5	92.3	3.37

Wyoming

★ Cheyenne	306.8	112.6	102.4	3.34
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COMMENT



THANKS TO CHARLES LUCKMAN . . . as sponsor of the NFSE contest among students for the best essay on "Selling As a Career."

TOMORROW'S SALES MANAGERS

AMONG many other worth while projects, the National Federation of Sales Executives has assigned to itself the task of cultivating a better understanding among young people of career opportunities in selling. Under the direction of Red Motley, publisher of *Parade*, the NFSE this year organized and carried through a contest in which young people were given a chance to compete for a \$1,000 prize for the best essay on "Selling As a Career." Charles Luckman, able president of Lever Bros. became the contest sponsor. He donated the first prize of \$1,000 and a trip to New York for the winner, and money prizes for the runners-up. (See page 63 for text of prize-winning entry.)

SM calls for a salute for both Mr. Motley and Mr. Luckman not only for lending the prestige of their names to this enterprise, but for putting their hearts into it as something they rightfully consider to be of paramount importance to the whole field of sales management. Both men are, in themselves, ideal examples of the opportunities that arise out of a demonstration of superior sales talent. Both, today, head their companies. Both are proud to be called salesmen.

UNTIL very recently, youngsters of school age had only meager opportunities to obtain authentic vocational guidance information about selling. To most of them "salesman" meant the man behind the counter in the grocery store, or the brush man who rang the doorbell. They had no access to facts about the job patterns, let us say, of the industrial salesman, the merchandising salesman, or the man who sells intangibles. They had no way to gain an appreciation of the earnings opportunities in selling, nor of salesmanship as a springboard to management jobs. In short, selling was doing little to sell itself.

No profession can survive and prosper unless it attracts a continuous stream of youthful, new talent. It is, therefore, not only within the province of NFSE to attempt to achieve a closer liaison with educators and vocational guidance personnel, but it is a necessary, positive step in the direction of insuring our own individual corporations against a dearth of management manpower in the future.

PICTURE OF THE SALES EXECUTIVE

HE is forty-five years old.

Before becoming an executive he served as a salesman for 14 years and put in several years' experience in the field of marketing outside of direct selling. In addition, he served an apprenticeship in one or more of the following fields: buying, law, office management, newspapering, and general management.

Most likely he attended college. In 54% of the average cases he is a college graduate and in 72% he attended college. He found the following college courses to be most helpful: economics, psychology, public speaking, English, and marketing.

His work is not specialized. He performs an average of 12 duties personally, supervises 9 directly, and generally supervises an average of 10 duties.

For this he receives a median salary of between \$18,000 and \$19,000.

This picture comes from the pilot study of sales executives made among members of the National Federation of Sales Executives by Professor Brooks Smeeton, Professor of Marketing, School of Business, Notre Dame University.

THIS typical sales executive would like to feel that he is a professional man, but he doesn't become one simply by self-designation. The Smeeton report tells of a study among 64 college professors who were asked, "What is your attitude toward the idea of selling being a profession?" Eight said that it is; eight that there is no need to call it a profession; 25 that it should be a profession; 18 that it is not a profession, and five that it needs a code of ethics to be considered a profession.

In spite of the opinions on whether or not selling is a profession, it is necessary to realize the requisites which are generally accepted as the essential elements of a profession. These include:

1. An organized body of knowledge.
2. A trained personnel.
3. Organized methods of training individuals entering the profession.
4. An established and accepted code of ethics.

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